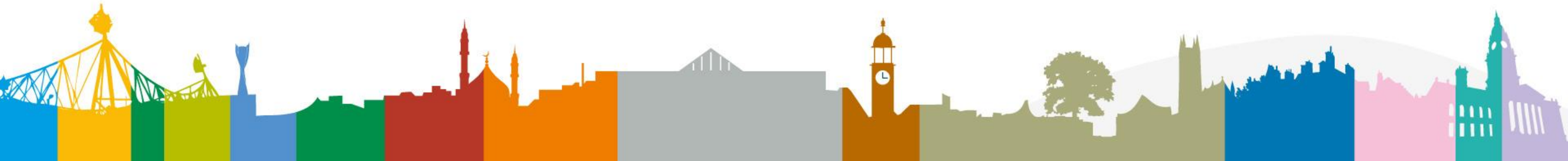


Market Sustainability Plan

April 2025



Background and Overview

- Market Sustainability and Fair Cost of Care Fund
 - Over 18 Home Care
 - Over 65 Care Homes
- Fair Cost of Care Consultation
- Annex B - October 2022
- Annex C - February 2023
- Market Sustainability Plan - March 2023
 - [Fair Cost of Care – Bolton Council](#)



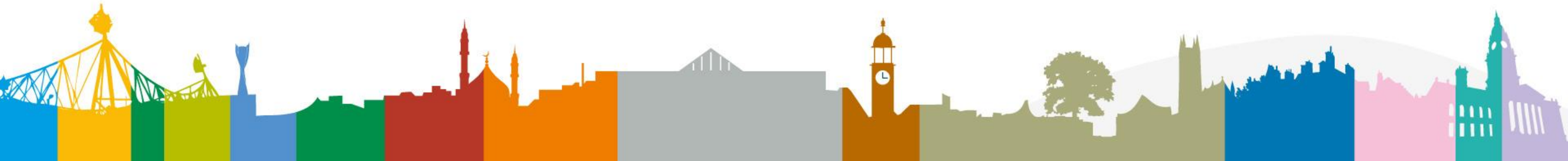
Market Sustainability Plans

- The Market Sustainability Plans set out included a plan detailing how the council will respond to pressures in the social care market and how the funding allocated as part of the Fair Cost of Care will be spent.
- This represents our update following submission to the Department of Health and Social Care in 2023, to ensure we're implementing against our local plan. This document was initially updated in April 2024, and again April 2025.
- Also, as part of this process we want to identify if there are any areas we need to adjust, such as changes in the market.



Market Sustainability Plans

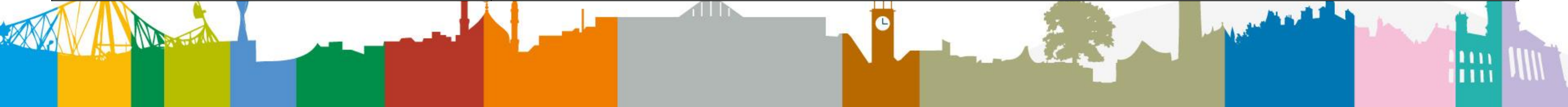
- [Annex C Market Sustainability Plan](#) is published on our website.
- This sets out plans for each care market to address sustainability issues identified, including how fair cost of care funding will be used to address these issues over the next one to three years.



Market Sustainability Plans – Year 1 and 2

(Part 1)

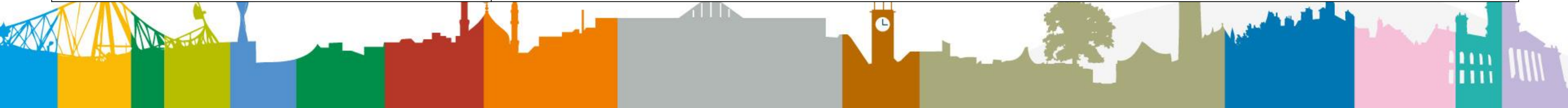
Action:	Update:
Close the gap between current fee rates and a revised fee, subject to available funding	<p>Care homes:</p> <ul style="list-style-type: none"> 2023/24: 13.96% increase in residential care fee; and 22.69% increase in nursing fee. 2024/25: 8.7% increase in residential fee; and 8.25% increase in nursing fee. 2025/26: 6.65% increase in residential care 6.7%, in nursing fee. <p>Homecare</p> <ul style="list-style-type: none"> 2023/24: 11.45% increase Lot 1 and 10.98% increase Lot 2 fees. 2024/25 :10.23% increase Lot 1, and 10.13% Lot 2 fee. 2025/26: 7.85% for both Lot 1 and Lot 2.



Market Sustainability Plans – Year 1 and 2

(Part 2)

Action:	Update:
Consider (working with our providers) repeating the FCOC exercise to inform 23/24 budget setting.	<ul style="list-style-type: none"> Engagement with providers undertaken in November / December 2023, and December 2024. This included gathering data via financial returns from care home operators and running engagement activities via our provider forums.
Implement the new Top Up Policy in Bolton.	<p>Complete:</p> <ul style="list-style-type: none"> Following public consultation and engagement workshops with care home operators. A Top Up policy was approved by our Executive Cabinet Member in March 2025 and is published on the council website.



Market Sustainability Plans – Year 1 and 2

(Part 3)

Action:	Update:
Continue to further develop (in partnership with providers), our system response to pressures linked to hospital discharge.	<ul style="list-style-type: none"> • In winter 22/23 we ran a winter pressure service for home care and the bridging service between hospital and long-term home care provider. • Following learning from our home care bridging service we further developed and expanded our reablement home support offer for home from hospital. • Until February 2025, we continued to commission via a block contract residential DTA beds • New pilot of DTA in extra care housing, in partnership with landlord and Bolton Cares • From January 2025 we commissioned 20 IMC beds utilising a mothballed care home unit. This will improve patient outcomes and has realised 12 residential beds into the market that were blocked for DTA.



Market Sustainability Plans – Year 1 and 2

(Part 4)

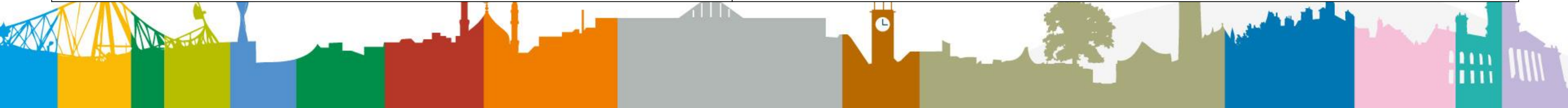
Action:	Update:
Recruitment and retention: ‘deep dive’ market engagement	<ul style="list-style-type: none"> • Providers were involved in development of the scope of a new ASC workforce strategy. • Seeking to support with training offer for providers • We provide ongoing support with international recruitment • We have used our provider forums to consult and engage providers in areas such as workforce retention and digital care records.
Continue to develop our local dialogue around the financial and workforce challenges faced by the sector, exploring innovative options where appropriate.	<ul style="list-style-type: none"> • Ongoing work at our quarterly provider meetings with providers.



Market Sustainability Plans – Year 1 and 2

(Part 5)

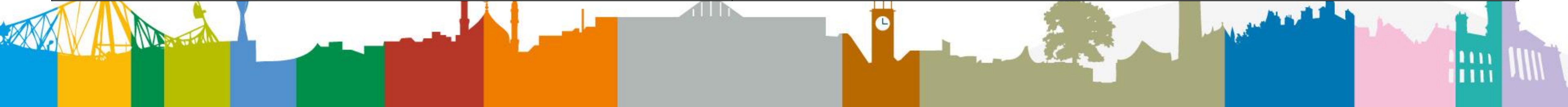
Action:	Update:
Develop our local ASC workforce strategy and share with the provider market.	<ul style="list-style-type: none"> The Adult Social Care Workforce Strategy is in development and sets out the current challenges for our workforce. The immediate focus for phase one in 2025-2026 will be in Assessment Care Management and Internal Provider Services, and phase two supporting our commissioned social care providers through engagement and coproduction and linkages to the GM ADASS Workforce strategic priorities and developments. Our action plans will continue to evolve as this rolls out to maintain momentum
<p>Continue to build on our strength-based approaches locally, which will better support individuals, offering choice, control, and independence with a focus on Home First.</p> <p>Build on our strength-based approaches / support individuals, offering choice, control, and independence.</p>	<ul style="list-style-type: none"> This programme has commenced. Current focus is with council care management teams, in time this will lead to changes in how we design, specify contracts, and commission packages of care with a greater focus on outcomes and impact.



Market Sustainability Plans – Year 1 and 2

(Part 6)

Action:	Update:
Evaluate the Dementia Complex Needs DTA Test to Change Project and further develop as appropriate.	<ul style="list-style-type: none"> The residential Dementia Complex Needs DTA Test to Change pilot ended in April 2024 and learning was identified. We have also identified additional learning from a system review of Bolton’s short term care services which completed in early 2025. We will be carrying out market engagement in 2025 to better understand the provider market and develop our offer for dementia short term care and respite.
Revisit our Market Position Statements, ensuring that they still reflect the current market position, issues, risks, and opportunities locally.	<p>Complete: MPS refreshed and published in 2024 and available at following links:</p> <ul style="list-style-type: none"> Live Well MPS. Age Well MPS.



Market Sustainability Plans – Year 1 and 2

(Part 7)

Action:	Update:
Home care: information gathered as part of FCOC will inform the redesign of the new service model	Complete: <ul style="list-style-type: none"> New service model agreed including a move to focus brokerage to six neighbourhoods. Tender commenced in summer 2024.
Mobilise the new Home Care contract.	<ul style="list-style-type: none"> New contract awarded to 48 providers with commencement date of 3rd February 2025.
Pilot TEC initiatives to support service users' independence and our Home First principles.	<ul style="list-style-type: none"> We have commenced the development of a local Technology Enabled Care Strategy (TEC) strategy. Holding a partnership workshop to identify key priority areas in early 2025. This will be further developed in 2025.



Market Sustainability Plans – Year 1 and 2

(Part 8)

Action:	Update:
Re-establish Strategic Provider Partnership Board and Co-Design Action Plan for care homes / home care.	<ul style="list-style-type: none"> • We have re-established the Strategic Provider Partnership Board with agreed dates for 2025/2026. • The Board will meet bi-annually, with representatives from each of the quarterly provider forums. • The Board will shape our strategic partnership working and agree cross cutting priority areas of development.
Develop our local information and advice offer	Bolton has a My Life in Bolton directory of services and community assets. This is being developed further for the local area to have a broader Community Information Directory for people of Bolton and those who work with them or support them, and this is being developed corporately for launch in 2025.



Market Sustainability Plans – Year 1 and 2

(Part 9)

Action:	Update:
<p>New Action June 2024:</p> <p>For under 65 mental health supported living, we are focused on –</p> <ul style="list-style-type: none"> • reviewing service users’ needs and ensuring they are supported in the least restrictive setting • Pathway flow: supporting inpatient discharge and move-on to independent living in the community. • minimising out of area placements through developing local accommodation options • reviewing the mental health provider market and routes to market 	<ul style="list-style-type: none"> • Mobilising the new GM-wide flexible purchasing systems for supported living. • Engaging with GM-ICB complex needs programme. • Reviewing LD and MH supported living client cohorts. • Implementing a specialist housing programme under Strategic Housing Board’s oversight. • ‘People & Place workstream’ for supported housing pathways (with housing and Bolton@Home) • Planned: progress mental health supported living workstreams.

