
**Bath & North East
Somerset Council**

Improving People's Lives

Ageing Well Market Position Statement 2024-2027

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Foreword

I am pleased to introduce our new Ageing Well Market Position Statement for the next three years.

Since the last Market Position Statement was published in 2018, the social care sector has gone through a significant change. Having faced the challenges of COVID-19, the sector now faces the new challenge of building a sustainable market that can deliver the quality of service that people need.

We are committed to greater partnership with providers, therefore in preparation for this document, we held a workshop with providers to align our aspirations with providers through the feedback they shared with us. The feedback was that providers supported a shorter, more focused document that was easier to read, that highlighted the key messages to the provider market. We hope the providers that engaged with this process can see how their feedback was taken on board in this document.

In addition to setting out our market position, this document also references a further commitment to co-production. We are in the early stages of realising how we can enable B&NES residents, and particularly those with lived experience of care, to influence the delivery and planning of services. We very much hope our partners will join us in supporting a real change to designing and delivering services with people at the centre of all our plans.

I recognise that this is a very challenging time for providers and local authorities and hope we can work collaboratively going forward to ensure we deliver the best outcomes for the people of B&NES.

This document is part of a suite of documents that providers may also find useful. This statement and others can be found on our website at <https://www.bathnes.gov.uk/services/care-and-support-and-you/commissioning-future/market-position-statement>. We welcome the chance to discuss any market opportunities with providers so please do not hesitate to contact our team, who will be more than happy to work with you.



Natalia Lachkou
Assistant Director for Commissioning
B&NES Council

Introduction

Welcome to the Ageing Well Market Position Statement for Adult Social Care in Bath and North East Somerset. This document is intended to provide information and guidance to current and potential providers of adult social care services in our area, as well as to people who use or may use these services along with their carers, families, and advocates.

The purpose of this document is to:

- Share our vision and objectives for Adult Social Care in Bath and North East Somerset.
- Provide an overview of the local population and their needs for care and support.
- Analyse the current supply and demand of care and support services.
- Summarise our commissioning priorities and strategies for older people.
- Outline our expectations and standards for quality and outcomes.
- Describe the opportunities and challenges for the care market.

We hope that this document will help you to understand the current and future landscape of Adult Social Care in Bath and North East Somerset and how we plan to work with you to shape a diverse, sustainable and high-quality market that meets the needs and aspirations of our local population.

We have also identified market opportunities, which are highlighted throughout this document to help providers understand where there are gaps in our market and we would be happy to work with providers to help deliver on these areas.

This document is not a static or definitive statement, but a dynamic and evolving one that will be regularly reviewed and updated to reflect changing circumstances, evidence and feedback. We welcome your views and comments on this document, and we invite you to engage with us in an ongoing dialogue to develop and improve adult social care services in Bath and North East Somerset.

For more information, you can contact us by email at asc_commissioning@bathnes.gov.uk.

Developing this Market Position Statement

The creation of the Market Position Statement has been a four-stage process using the Commissioning Cycle. Our first stages were to assess the impact of the previous statement exploring what had been achieved and how many of the facts and aspirations were still true. We looked at revised data and how services have been used over the last few years and utilised this in a planning our response to what might be expected in the coming few years.

We then spoke to providers, asking about what they needed from a Market Position Statement and particularly about their knowledge of what people receiving care had been experiencing. Providers asked for a short document setting out key aspirations and intentions of the Council and discussed the change towards increased complexity in all areas, increased frailty and longevity amongst people receiving care and continuing to enjoy and be committed to supporting people to live full lives in B&NES.

We are grateful to our providers for engaging in these discussions and for their continued commitment to providing quality care to the people of B&NES.

We then drew together the information we had to set out this document. Following this we sent out this document to providers to review whether it met their needs and supported their and the Council's development of opportunities and service for people in B&NES.

About B&NES

Bath and North East Somerset (B&NES) is a unitary authority located within the South West of England with a population of around 201,000 people (as of 2024). This is expected to increase to 216,000 by 2034 with the largest increase in the over 65 population.

	Population (2024)	Population (2034)	% Change
0-64	162,000	170,000	5%
65-74	18,000	22,000	19%
75+	21,000	24,000	15%

Source: ONS Sub-National Population Projections 2018

B&NES joined with Swindon and Wiltshire to form an Integrated Care System called BSW Together joining the local NHS services, local authorities and stakeholder organisations in developing an [Integrated Care Strategy](#) for this region.

As well as the Integrated Care Strategy, B&NES Council has also produced a [Corporate Strategy 2023-2027](#) that incorporates our responsibilities and plans around Adult Social Care.

B&NES Council face a significant budget challenge for 2024/25 due to inflationary impacts and rising demands for services. These challenges are set out in our [Medium Term Financial Strategy 2024/25 to 2028/29](#), which includes savings to be delivered within Adult Social Care.

In addition, the B&NES Health and Wellbeing Board, which includes representatives across different sectors working within B&NES, have produced a [Joint Health and Wellbeing Strategy 2023-2030](#). This strategy was informed by our [Strategic Evidence Base](#).

In 2022, the government released the Market Sustainability and Fair Cost of Care Fund 2022/23. B&NES Council conducted a Fair Cost of Care exercise, which involved asking providers to provide information on their costs for 2021/22 and expected cost increases for 2022/23 and 2023/24. The outcomes of this exercise were published in our [Market Sustainability Report](#).

In 2023, the government continued to support local authorities through the release of the Market Sustainability and Improvement Fund (MSIF) and the MSIF Workforce Fund, which has continued into 2024/25. B&NES Council have used this funding to invest in increasing fee rates paid to providers.

ASC Vision and Strategy

Our vision for Adult Social Care in B&NES is for people who draw on care and support will live in the place they call home, with the people and things they love, in communities where they look out for each other, doing the things that matter to them.

We will achieve this through three Commitments:

- **Internal/Practice Offer:** We deliver a service focused on empowerment to deliver the support that's required, and that's right for the individual. We have a Quality Assurance framework for the ASC offer that delivers the highest professional standards and looks at all opportunities to collate feedback to monitor and manage outcomes.
- **External/Community Offer:** We recognise the value of the communities, assets and resources available locally to support residents to be active and fulfilled citizens, including the vital role played by the Community Wellbeing Hub. We use our organisational influence to support the fair and equitable access to opportunities for residents.
- **Provider/Market Offer:** We are focused on the delivery of a quality provision that helps people to progress and to lead enjoyable and meaningful lives. We will be bold, ambitious, innovative and adaptable to support people to live the lives they want to lead.

The vision will be delivered through our three-year ASC Strategy which focuses on the following:

- **Safe** – We will be bold in our decision making and empower staff to ensure the safe delivery of services and understand the impact of their decision on service users. We will work with partners to build a shared ethos of delivering quality services and safeguards people from harm.
- **Effective** – We will collaborate with stakeholders to co-produce services in response to population needs, learning and adapting our approach together. Our priority will be to ensure services are delivered in the most effective way working with strength-based practice and person-centred assessments.
- **Caring** – We will enable people to live fulfilling and meaningful lives and focus on people as people. We will promote kindness and compassion by listening to understand their needs, wants and ambitions.
- **Responsive** – We will move from a culture of risk avoidance to support people to build on their capacity and strengths to manage risk. We will work with partners to develop a supportive network working as one team, which will learn together.
- **Well Led** – We will be building on our organisational culture to embed our workforce culture built on mutual respect and shared values. We will ensure our staff continue to feel supported and empowered, which delivers our organisational values.

Our Commissioning Pledges

We have developed commissioning pledges that are aligned to our vision and strategy, as well as with national policies and legislation such as the Care Act 2014, the NHS Long Term Plan and the Social Care Reform White Paper.

- We will keep the residents of B&NES at the centre of our thinking.
- We will follow the commissioning cycle of Assess, Plan, Do, Review.
- We will listen to as many views as we can and build them into our plans.
- We will work with and across the Council and Integrated Care Alliance and, where appropriate, Integrated Care System joining with Swindon and Wiltshire.
- We will be looking for best value outcomes for the whole system.
- We will tackle today's challenges looking towards solutions for the future.
- We believe in doing things together and will seek ways to make that real.

Home Care

B&NES Council recognises that the preference of most people who require support is to remain at home rather than move to receive support. As a result, we have worked hard to develop a sufficient supply of good quality, affordable home care to enable this to happen. The focus for the next three years will be to maintain this supply of home care by working with providers to continue to improve the quality provided whilst supporting them to maintain their financial sustainability.

In February 2020, B&NES Council developed an Independence at Home (IAH) Flexible Framework, which home care providers were invited to join. Since then, nearly 50 providers have applied to join the framework, and this will remain open to new providers until this expires in February 2027.

This framework has enabled B&NES Council to access an affordable supply of home care to meet our goal of supporting people to remain at home by bringing in new providers. This has brought about greater choice in the market; however, we wish to ensure there is a balance between choice and affordability, whilst ensuring providers are financially sustainable and have the resources to invest in their staff and the quality of services delivered.

In May 2024, B&NES Council/BSW ICB were commissioning 7,400 hours of home care support each week, which is 37% of the total home care market. This has increased from 5,900 in May 2023 and further increases are expected over the next three years. The number of hours commissioned by B&NES Council is a small proportion of the total home care market. According to the [Capacity Tracker](#), home care providers registered within B&NES were providing 20,000 hours of home care per week in May 2024, which has increased 74% on the reported figures in May 2023 and this does not include those providers registered in neighbouring authorities working within B&NES.

Funding Source	2023	2024	Increase
Council/ICB	5,900	7,400	25%
Private	5,600	12,600	225%
Total	11,500	20,000	74%

As of May 2024, there were 25 providers registered with the Care Quality Commission in B&NES to provide home care (this excludes those registered for the purpose of providing supported living). This does include providers who also choose to specialise or limit themselves to a specific area or work such as live-in care. The registration does not restrict providers to their registered location, so providers are able, and often do, provide home care within other local authorities.

We consider the rating by the Care Quality Commission in our evaluation of quality so we will be aiming to work with providers with a minimum rating of Good.

However, we will continue to support any provider we contract with or registered within B&NES to improve the quality of their service and obtain a minimum rating of Good from the CQC.

We recognise that financial sustainability is a significant risk to providers. B&NES Council has carried out work with providers to assess the costs involved in delivering home care to set a reasonable rate to pay providers. In 2020, B&NES Council commissioned [Valuing Care](#) to undertake a Fair Price of Care exercise, which sought information from providers. Valuing Care was also commissioned to support our work on Market Sustainability and Fair Cost of Care. The results of this work have contributed to the development of our published rates, which are reviewed each April. The published rates for home care are as follows:

	1 hour	45min	30min
Home Care	£23.76	£19.01	£14.26

Our Priorities

1. We will continue to support and encourage providers to register their services within B&NES. This will help support our market oversight through the Capacity Tracker and ensure staff working within B&NES have local access to training and support.
2. We understand that providers are facing increasing cost pressures including increases to the National Living Wage and competing markets for frontline staff as well as inflationary pressures on other cost areas so we will work with the market to develop a long-term financial plan that ensure our rates are fair, affordable and sustainable.
3. We all want our home care services to deliver the highest quality of support possible. Therefore, we will work with our providers and stakeholders to identify how we can work collaboratively to improve the quality and timeliness of support delivered and ensure services continue to develop their person-centred approach and work in different ways to meet changing needs.
4. As we go forward, we will reduce the number of providers on our framework, with an initial review of those who have not been active within B&NES or where the provider is unable to meet the quality standards required.

Residential and Nursing Homes

Residential and nursing homes play an important role in supporting people to stay safe as well as help maintain the health and wellbeing of older people who are no longer able to remain fully independent. B&NES Council recognises that the support needs of people supported in residential and nursing homes has increased significantly in recent years and this presents challenges to providers who need to manage the increased complexity of need whilst ensuring those who access these services are supported to maintain a good quality of life.

In December 2019, B&NES Council developed a seven-year Care Home Flexible Framework to support placements into residential and nursing homes. This framework is open to care homes outside of B&NES, which is important as we are closely connected to our neighbouring authorities, and this will enable us to access homes for people to remain within their preferred community. The flexible framework has also enabled new services to be added when needed. We work with our neighbouring authorities to share information on quality assurance so that providers only need to demonstrate their work to one commissioning authority.

In May 2024, B&NES Council were commissioning 183 residential placements and 142 nursing placements for older people. This has increased by 30% within the previous 12 months. However, B&NES Council commission less than 20% of the number of placements within care homes with private individuals being the primary source of funding for providers.

According to the Capacity Tracker, in May 2024, there were 811 residential beds and 615 nursing beds for older people within B&NES and despite two new care homes opening during 2023, the occupancy of these homes had remained between 88% and 91% during this period showing the high demand for care homes within B&NES. The Council currently run two care homes (one residential and one residential dementia) There is no plan to expand in-house provision for older adults.

In 2008, the Housing Learning Improvement Network (LIN) produced a report called More Choice, Greater Voice, which assessed the need for different accommodation types for older people. This report recommended local authorities seek to provide 65 residential beds and 45 nursing beds per 1,000 people over the age of 75. The table below shows the current and recommended number of beds for B&NES based on the population projections evidencing the need for more residential and nursing beds.

	Current	Recommended (for 2024)	Recommended (for 2034)
Residential	811	1,348	1,550
Nursing	615	933	1,073

As of May 2024, B&NES Council were in discussion with three providers seeking to open new residential and nursing homes within the B&NES area that would provide an additional 210 beds. However, these additional beds will not match the demand we are expected over the next few years.

As of May 2024, there were 32 residential and nursing homes for older people registered with the Care Quality Commission in B&NES. We consider the rating by the Care Quality Commission in our evaluation of quality so we will be aiming to work with providers with a minimum rating of Good. However, we will continue to support any provider we contract with or registered within B&NES to improve the quality of their service and obtain a minimum rating of Good from the CQC.

We recognise that financial sustainability is a significant risk to providers. B&NES Council has carried out work with providers to assess the costs involved in delivering home care to set a reasonable rate to pay providers. In 2020, B&NES Council commissioned [Valuing Care](#) to undertake a Fair Price of Care exercise, which sought information from providers. Valuing Care was also commissioned to support our work on Market Sustainability and Fair Cost of Care. The results of this work have contributed to the development of our published rates, which are reviewed each April. The published rates for care homes are as follows:

	General	Dementia
Residential	£810.30	£841.20
Nursing	£796.52	£839.59

Our Priorities

5. **Market Opportunity** We aim to encourage the development of more affordable residential and nursing homes to meet our growing demand and support people with more complex needs. We also aim to work with neighbouring authorities to better understand cross-border commissioning arrangements and ensure that there is a sufficient supply of residential and nursing home beds to meet both local and regional demand.
6. We recognise that providers are under financial pressure so we will work with the market to develop a long-term financial plan that ensures our rates are fair, affordable and sustainable as we seek an equitable approach to funding services considering the budget constraints facing local authorities.
7. We aim to support providers with training staff and developing services so that more of the residential and nursing homes operating within B&NES are capable of meeting higher levels of need including dementia and complex behaviour.

Extra Care Housing

Extra care housing provides an important choice for people who wish to remain as independent as possible whilst still needing some care and support. Extra care housing provides more support than sheltered housing through the on-site supervision provided throughout the day and night whilst still providing the high level of independence and community engagement that may not be possible within residential care. In addition to the care, support and supervision provided, extra care housing also provides an opportunity for social and leisure activities that can lead to improved health and wellbeing as well as ensure people remain active within the community.

Extra care housing is aimed at people aged 55 and above but exceptions can be made for those who match the profile and are likely to benefit from the services provided. This provides many benefits for older people and their families in B&NES including:

- Choice and control. Extra care housing enables older people to choose where and how they want to live, with their own front door, privacy, and personal space. They can also decide how much care and support they need, and how to spend their time and money.
- Independence and well-being. Extra care housing helps older people to maintain their independence and dignity, by providing them with the assistance they need to carry out daily activities such as washing, dressing, going to the toilet, and taking medication. It also supports their physical, mental, and emotional well-being, by offering facilities and activities that promote healthy lifestyles, social interaction, and personal development.
- Security and safety. Extra care housing provides older people with a secure and safe environment, where they can access 24-hour emergency help through an alarm system and receive help from a scheme manager or a team of support staff. It also reduces the risk of falls, accidents, loneliness, and isolation.
- Cost-effectiveness and sustainability. Extra care housing is more cost-effective than residential care, as it reduces the need for hospital admissions, institutional care, and intensive home care services. It also contributes to the sustainability of the social care system, by making better use of existing resources, creating economies of scale, and generating income from rents and service charges.

There are currently 10 extra care housing schemes in our area, providing a total of 500 units of accommodation (including the five sites managed by B&NES Council). These schemes vary in size, location, ownership, management, and quality. Some are owned and run by registered providers, while others are operated by private providers or charities. Some offer modern facilities and high standards of care, while others are outdated or in need of improvement.

The demand for extra care housing in our area is expected to increase during the next decade, due to the ageing population, changing preferences, and rising care needs. According to the Housing LIN, we will need an additional 100 units of extra care housing by 2034 to meet growing need. However, as the focus moves towards supporting people to remain as independent as possible, we aim to utilise extra care housing to support people previously supported within residential care as residential care becomes more focused on meeting those with more complex needs.

	Current	Recommended (for 2024)	Recommended (for 2034)
Extra Care Housing	500	518	596

Our Priorities

8. **Market Opportunity** We will identify suitable sites and partners for developing new extra care housing schemes across our area. We will aim to create a mix of tenures (rented or owned), sizes (small or large), locations (urban or rural), and designs (traditional or innovative). We will also ensure that new schemes are accessible, affordable, attractive, adaptable, and environmentally friendly so welcome discussion with providers who are interested in developing buildings that align with this approach.
9. We will work with providers to review the quality and performance of existing extra care housing schemes in our area. We will work with owners and managers to improve the physical condition, management standards, care quality, and customer satisfaction of their schemes. We will also support them to expand or upgrade their facilities and services where possible.
10. We will work with partners to raise awareness and understanding of extra care housing among older people, their families, professionals, and the public. We will provide clear and accurate information about the benefits, costs, eligibility criteria, and availability of extra care housing in our area. We will also showcase good practice examples and success stories from our existing schemes.

Assistive Technology

Assistive Technology or Technology Enabled Care (TEC) is technology that supports residents to live independent lives by preventing, reducing and delaying the need for care. Commonly used TEC includes sensor mats and pendant alarms, but more advanced, integrated and intuitive solutions are increasingly available on the social care and general market.

Government and CQC have placed a key emphasis on TEC as an integral part of providing care. This is most notable in the 2023 Department of Health and Social Care's report 'People at the Heart of Care', which states the need to use the full potential of technology to support people's lives and aspirations. B&NES recognises that TEC provides new, innovative ways to support residents.

B&NES is developing plans for TEC through the 'TEC Programme'. This long-term work outlines future models for TEC delivery and highlights key benefits for B&NES residents. This process has been conducted through conversations with staff, other local authorities, providers, and residents.

The TEC Programme is not specific or exclusive to older people and will deliver positive outcomes for people of all ages.

Key benefits to having a forward approach using TEC are:

- More choice for individuals
- Less intrusive care
- Meeting the changing and evolving needs

The TEC market is now at a more mature phase, enabling better value for money, and more effective solutions to be procured.

Our Priorities

11. Market Opportunity We will engage with interested providers as plans for the TEC Programme progresses as we recognise that provider input and experience will be crucial to ensuring the best outcomes for residents.

12. We will prioritise TEC and the solutions it offers in future commissioning arrangements. As the TEC Programme matures, we will ensure that providers are supported to work with us on the journey to utilise TEC where appropriate.

13. We will support and encourage providers to implement digital care records and all approaches which can capitalise on technological solutions to delivering better outcomes.

Workforce Recruitment and Retention

Workforce Recruitment and Retention is one of the key challenges facing the health and social care sector. [Skills for Care](#) collect data from providers through the Adult Social Care Workforce Data Set (ASC-WDS) and report this on an annual basis. These reports help local authorities understand workforce issues and provide a helpful comparison with other local authorities and the region.

According to the ASC-WDS, there are 4,600 employed within the care sector within B&NES. There are a further 500 vacant positions. The report for 2022/23 indicates that the turnover and vacancy rates for staff within B&NES were higher than the national average.

	B&NES	England
Turnover	34%	29%
Vacancy	12%	10%

The report also includes information on qualifications of care staff, which has indicated that B&NES falls below the national average but does compare favourably to staff who have completed the Care Certificate.

	B&NES	England
Relevant Qualification	33%	46%
Managers with Level 4 Qualification	35%	44%
Completed Care Certificate	38%	35%

In response, providers and local authorities operating within BSW Together have formed the BSW Care Skills Partnership, which has been designed to support the sector to improve workforce recruitment and retention through improved training and development opportunities for staff. The BSW Care Skills Partnership can be contacted by email at admin@ws-careskills.org.uk.

Our Priorities

14. We will work to encourage all registered providers within B&NES to join and complete the ASC-WDS as we recognise that the information that they can provide will be critical to understanding future needs.

15. We will work with providers to develop their staff by accessing the [Workforce Development Funding](#) so they can provide more qualifications to their staff, improving the quality of services delivered and help retain staff in the care industry by offering opportunities for progression.

Co-production

B&NES Council is focused on working with stakeholders to deliver improvements in the way services are commissioned and delivered in future.

We work with our commissioned providers to ensure that they regularly seek feedback from those in receipt of support to ensure services are person-centred and can deliver continuous improvement.

We seek to model this behaviour within our own practices, consulting with stakeholders during the commissioning process, having regular discussions with partner organisations and taking the time to speak to people who access the services we are responsible for.

We operate a You Said We Did approach to our engagement activities so that we can feedback on what we have heard and how we have acted upon on the feedback we have received.

There is recognition that providers benefit from the support provided through Care Associations and we value the working relationship we have to support the market through our work with them.

As we move forward to the next round of commissioning activity, we will identify opportunities to co-produce this with all the partners and stakeholders involved so we can develop innovative solutions to the growing challenges we face.

Our Priorities

16. We will develop our approach to reviewing and recording the engagement activities already taking place within services and work with providers to develop an improved standard across the whole market that can evidence services listen and respond to those people we support.
17. We will work with stakeholder groups and those wishing to engage with us to help inform both new and existing providers on how services can be co-designed to meet the aspirations of those currently accessing services and those looking to access services in the future to ensure these can meet the needs of people now and in the future.
18. We will use the information gathered from providers, carers and those receiving care to inform commissioning decisions and practice.

Our Commitment

B&NES Council makes the following commitment to providers.

- The opportunity to work in partnership with the Integrated Care System on a collaborative and consultative approach to providing care services for the future.
- Receive on time payment for services delivered. B&NES Council has invested in IT systems that support automatic payments, ensuring providers are paid correctly and in a timely manner.
- Access to forums every quarter without charge. There are separate forums for care home providers and home care providers so that agenda items can be tailored appropriately and will be an opportunity for providers to engage directly with commissioners and other guest speakers.
- Access to the Registered Managers Networks and Aspiring Managers Networks operating in this region.
- Support from the Care Skills Partnership in accessing Workforce Development Funding.
- Access to dedicated support when required. Each provider and/or service will have access to a dedicated commissioner that they can contact for support when needed.
- Contracted providers will be invited to regular Contract Meetings and receive a minimum of one Contract Review per year.
- Provide opportunities to be involved in strategic projects that can help make a real difference to people's lives.
- Support with overseas recruitment and the management of safeguarding issues.
- Finally, an honest and open relationship, which can help us all deliver the best care and support possible to the people of B&NES.

Core Policies



TACKLING THE CLIMATE &
ECOLOGICAL EMERGENCY



GIVING PEOPLE A BIGGER SAY

Principles



FOCUSING ON PREVENTION



PREPARING FOR THE FUTURE



DELIVERING FOR LOCAL RESIDENTS