

Adult Social Care Market Shaping Plan

INTRODUCTION

The Adult Social Care Plan outlines the Council's vision, values and priorities. Approximately 75% of the Adult Social Care budget is spent on care and support delivered through the Care market.

[The Care Act \(2014\)](#) places a duty on the Council to:

- shape and maintain a diverse, sustainable and high-quality market that is flexible, competitive and capable of meeting the care and support needs of its population, including those who pay for their own care and support via a Direct Payment or as a self-funder (Section 5); and
- ensure continuity of care and support in the event of Provider failure and / or cessation (Section 46 to 50).

This document sets out how the Council aims to meet these duties and ensure the local Care market can meet the needs of its diverse and growing population now and in the future.



The Council's vision of putting residents at the heart of everything we do, informs the Adults and Health Directorate's five core values, that are woven through every action it takes, including commissioning. These are:

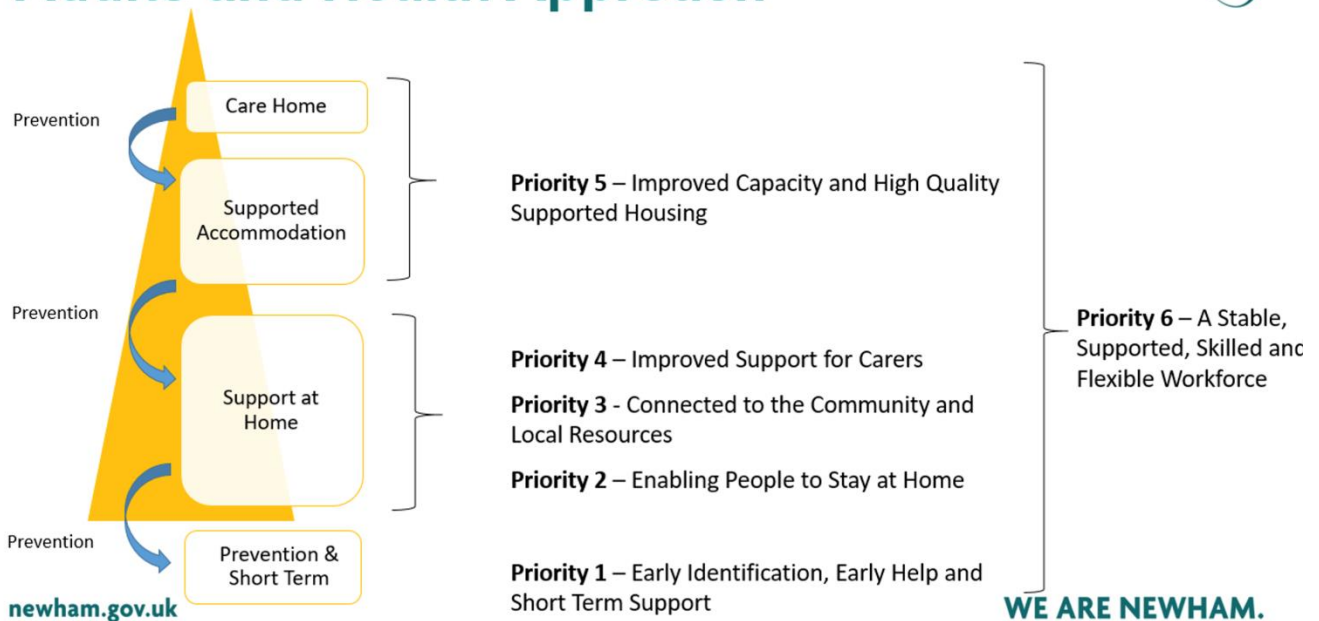
1. **Person-Centred Care and Support** - we work with residents to provide care and support that is tailored to their needs so they can achieve the things that matter most to them. This means putting them at the centre, and supporting them to choose and control what care and support they receive. We treat every resident with respect and dignity.
2. **Strengths-Based and Outcomes Focused** - we work with residents in a way that recognises they are the experts in their own lives, they have hopes and aspirations and a range of strengths and assets (including personal strengths and social and community networks, including Carers, families and friends) that can support them to remain independent.
3. **Preventative and Supports Independence and Wellbeing** - we support residents to improve and maintain their health, wellbeing and quality of life through access to a range of information, advice,

activities and, where required, targeted support. We work with partners and our community to improve the wider determinants of health. Our commitment to improving health and wellbeing aims to support residents to live independent, fulfilled lives within their communities and neighbourhoods.

4. **Prevent Harm and Reduce the Risk of Abuse, Neglect and Self Neglect** - we work collaboratively to keep people safe and prevent abuse, neglect and self-neglect. We raise awareness of what abuse, neglect and self-neglect are and empower residents to identify where this is happening. Our response to concerns is timely, coordinated, and effective in managing risks. We support residents to make choices and remain in control about how they want to live, to optimise their safety, wellbeing, and quality of life.
5. **High Quality, Value for Money Service** - we aim to deliver a high-quality offer to our residents, which provides value for money and is outcomes focused. We work closely with our partners and Providers to ensure we are continuously evaluating and improving services, to ensure they are meeting the needs of our residents both now and in the future. We work with our residents to co-produce, co-design and shape services.

Our strong focusing on Prevention is about taking steps to avoid illness, injury, or health decline before they happen. It focuses on improving well-being, reducing risks, and helping them to stay healthy longer. Prevention is part of everything we do and is a key part of the approach we expect our Providers to take. As described in the Adult Social Care Plan, our prevention offer is delivered through six priorities, as summarised in the diagram below:

Adults and Health Approach



MARKET ANALYSIS

Newham has a vibrant and growing Care market. Whilst it does have some large, nationally operating Providers, such as Barchester (who owns Manor Farm Care Home), in the main Providers tend to be small to medium sized operating just in Newham or across the North East London footprint. In the main, this works to the Council's advantage, as Providers:

- have a good understanding of the borough (environment and assets) and its residents;
- seek to recruit local residents who reflect the diversity of the borough and therefore our residents;
- can be more agile and open to adapting their services / policies, etc to align with the Council's.

However, in some areas, it also means that support is required to enable Providers to upskill their workforce to be able to meet the needs of residents with complex needs. This is most evident in accommodation-based provision and placements for autistic residents who also have a learning disability and mental health needs.

KEY STRATEGIC OBJECTIVES

In meeting its duties, the Council aims to:

- **Increase Choice and Market Diversity:** fostering a competitive, diverse market that offers a wide range of services tailored to resident needs;
- **Ensure a consistent approach to our values:** working with Providers who share our values and our approach to addressing the inequalities our residents' experience.
- **Build Provider Capacity:** supporting the growth and sustainability of local Providers, particularly in areas of high resident need;
- **Promote High-Quality Care:** ensuring local Providers deliver high standards of quality, safety, and effectiveness;
- **Ensure Value for Money:** supporting Providers to deliver services that are cost-effective;
- **Encourage Innovation:** promoting innovative models of care and embracing Technology Enabled Care;
- **Develop a Skilled and Supported Workforce:** creating resilience;
- **Facilitate Integrated Care:** working toward delivery of seamless care and support for residents.

MARKET SHAPING STRATEGIES

To achieve the objectives outlined above, the following strategies will be implemented:

Increasing Choice and Market Diversity	
Actions	Outcomes Expected
<ul style="list-style-type: none"> • Expand the use of Direct Payments, personal budgets and Individual Service Funds to give 	<ul style="list-style-type: none"> • Increased variety of services available to residents.

<p>residents more choice and control over their care and how it is delivered.</p> <ul style="list-style-type: none"> • Work with the market to expand the availability of specialist services in areas of high demand such as Autism, Dementia and Learning Disabilities. • Developing services and service models to meet the cultural needs of residents. 	<ul style="list-style-type: none"> • Increased competition among Providers, leading to improved service quality and innovation. • Residents have services available that can meet their cultural needs. • Increased involvement of residents in the co-design and delivery of their services.
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Building Provider Capacity and Sustainability

Actions	Outcomes Expected
<ul style="list-style-type: none"> • Procure long-term contracts to support Provider stability. • Include requirements in large, specialised procurements to work with community-based groups to provide culturally competent support. • Provide tailored support to small, local Providers to help them improve their business models and financial sustainability and navigate regulatory requirements. • Support the growth of the community and voluntary sector to offer care and support services via capacity-building initiatives and access to external funding opportunities. 	<ul style="list-style-type: none"> • A more resilient and sustainable care market, with a diverse range of Providers. • A reduction in the number of Provider failures and service gaps. • Greater financial stability for Providers, particularly small and community-based organisations.

Promoting High-Quality Care

Actions	Outcomes Expected
<ul style="list-style-type: none"> • Ensure all Providers are meeting regulatory standards and support those with lower ratings to improve while working closely with the Care Quality Commission to achieve this. • Support Providers to invest in continuous staff training and development, with a particular focus on specialised skills for complex needs (e.g., Dementia, forensic Mental Health, positive behaviour). 	<ul style="list-style-type: none"> • Increased satisfaction among residents and their families. • A safer, supportive, more empowering and reliable care environment with reduced incidents and complaints. • Residents can lead fulfilling and dignified lives.

<ul style="list-style-type: none"> • Foster a culture of openness, learning and shared risk - encouraging Providers to learn from inspections, complaints, and feedback from residents to drive continuous improvement. • Ensure through Contract Monitoring and Quality Assurance that the needs, preferences, and values of residents are at the heart of the care and support they receive. • Ensuring Safeguarding and Advocacy: Protecting the rights and well-being of vulnerable adults is critical. By embedding and strengthen safeguarding measures and provide advocacy services we will ensure that individuals are protected from abuse, neglect, and exploitation. • Develop and implement an improved local quality assurance framework that all Providers must adhere to, ensuring consistent care quality and a high standard of care across the adult social care market. • Support Providers to embrace innovative practices and technologies that can enhance the quality of care and support. • The Provider Quality Handbook sets out the Authority's vision for working in partnership with its local Adult Social Care Framework Suppliers to improve and sustain the quality of care and support delivered; and maximise resident outcomes. 	
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<u>Ensure Value for Money</u>	
<u>Actions</u>	<u>Outcomes Expected</u>
<ul style="list-style-type: none"> • Use strategic commissioning and collaborative procurements to create economies of scale, support small Providers, and ensure fair pay for Care / Support Workers; • A focus on quality as a means of driving improved outcomes; 	<ul style="list-style-type: none"> • A more resilient and sustainable care market, with a diverse range of Providers; • Improved outcomes

<ul style="list-style-type: none"> • Clear pathways and interconnected services 	
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<u>Encourage Innovation</u>	
<p><u>Actions</u></p> <ul style="list-style-type: none"> • Encourage the development of innovative care models, such as Shared Lives Plus, micro-enterprises, and community-based services, to increase service diversity and enhance the range of options for residents. • Support Providers to embrace innovative practices and technologies that can enhance the quality of care and support. 	<p><u>Outcomes Expected</u></p> <ul style="list-style-type: none"> • Increased variety of services available to residents. • Improved quality of support to residents.

<u>Develop a Skilled and Supported Workforce</u>	
<p><u>Actions:</u></p> <ul style="list-style-type: none"> • Promote Adult Social Care as a career of choice and raise the profile of Care / Support Workers. • Co-design an addendum to the Council's Workforce Strategy advising the market how the Council will support Providers to recruit, retain and develop a skilled and motivated workforce. • Work with Providers to ensure pay is competitive, and employment conditions are improved, particularly for Care / Support Workers. • Create clear career pathways for Care / Support Workers, with access to training, professional development, and advancement opportunities. • Introduce support programs for Care / Support Workers to address stress, burnout, and mental health, improving retention rates and job satisfaction. 	<p><u>Outcomes Expected:</u></p> <ul style="list-style-type: none"> • Increased retention of Care staff, reducing turnover and improving service continuity. • A more skilled and motivated workforce, leading to higher-quality care and support. • Attraction of new staff into the sector.

<ul style="list-style-type: none"> Support the Directorate's 'Grow Our Own' Occupational Therapists programme through delivery of the ILSS Trusted Assessor initiative. 	
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Facilitate Integrated Care	
<p>Actions:</p> <ul style="list-style-type: none"> Develop integrated pathways between Adult Social Care, Health, Housing; and other community services, ensuring residents with complex needs receive coordinated care. Develop joint commissioning arrangements for residents with multiple and / or complex needs. Invest in digital systems that enable effective data sharing between partners to improve care coordination and reduce fragmentation. 	<p>Outcomes Expected:</p> <ul style="list-style-type: none"> Seamless care delivery for residents, particularly those with multiple and / or complex needs. Improved Health and Care outcomes due to better integration between services. Reduced duplication of services and more efficient use of resources.

MARKET POSITION STATEMENTS

Dynamic Market Position Statements have been created for each service areas in Adults and Health. These are live documents, that are updated as needs evolve. Each statement includes:

- an overview;
- reflection of need and activity;
- reflection on the achievements in the last 12 months;
- three commissioning priority areas for the next 12 months.

The Market Position Statements can be viewed [here](#).

MARKET SUSTAINABILITY PLANS

In March 2023, Local Authorities were required to publish a Market Sustainability Plan outlining their plans to move toward paying the 'fair cost' median rates for 65+ Care Homes and Domiciliary Care by 2025.

The Council's Plan can be viewed [here](#).

In January 2025, the Council reviewed its progress toward delivering the Plan. This can be viewed [here](#).

PROVIDER QUALITY HANDBOOK

The [Provider Quality Handbook](#) sets out the Council's vision for working in partnership with its local Providers to improve and sustain the quality of care and support delivered; and maximise resident outcomes.

MONITORING AND EVALUATION

The success of this Plan will be monitored and evaluated through the following Key Performance Indicators:

- **Market Capacity**

- number and percentage of residents with a Direct Payment;
- number and percentage of residents who are supported via the ILSS Framework Agreement;
- number and percentage of residents who are supported via in-borough supported accommodation.

- **Provider Performance**

- number and percentage of Providers who are meeting their agreed KPIs;
- number and percentage of Providers whose contract is terminated / handed back to the Council.

- **Provider Quality**

- number and percentage of Providers who are in 'Provider of Concern', 'Organisational Abuse' and 'Provider Improvement', as defined in the [Provider Quality Handbook](#);
- number and percentage of upheld complaints;
- number and percentage of upheld safeguarding incidents.
- Use Outcome based tools to determine the achievement of person-centred outcomes for residents

- **Workforce Stability**

- percentage of workforce in the main care and support services who are Newham residents;
- retention rates in the main care and support services.

- **Resident Satisfaction**

- percentage of recipients of the main care and support services who are 'Very Satisfied' or 'Satisfied' with their service.

PLAN REVIEW

This Plan will be reviewed on a five-year basis. The next review is due in January 2029.