

BURY ADULT SOCIAL CARE PROVIDER MARKET



Overview and
Support Available





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Introduction

Bury Council enjoys a diverse Adult Social Care provider market and are fortunate to work in partnership with colleagues ranging from large national care Providers to smaller local charities. It is these partnerships, and the relationships fostered and developed over time that has supported the Council, the Providers, and the customers to meet the challenges posed over the last several years.

This Overview has been developed by the Community Commissioning Team Provider Development Service and is designed to outline the state of the current provider market in Bury, as well as the support the Council has made available to providers in managing, improving and developing their services. This should be read alongside the suite of Market Position Statements from the Community Commissioning Team including:

- Learning Disability and Autism
- Older People
- Adult Social Care Housing
- Physical Disability
- Mental Health
- Carers
- Prevention



Current Provider Market

Mental Health

Bury's Mental Health provider market and customer offer is detailed in the relevant Market Position Statement but the borough's Mental Health Provider provision includes: Supported Living, Residential Care and Care at Home with an annual spend of approximately £8m with 330 people currently supported within residential settings. This does not include NHS GM Integrated Care contribution.

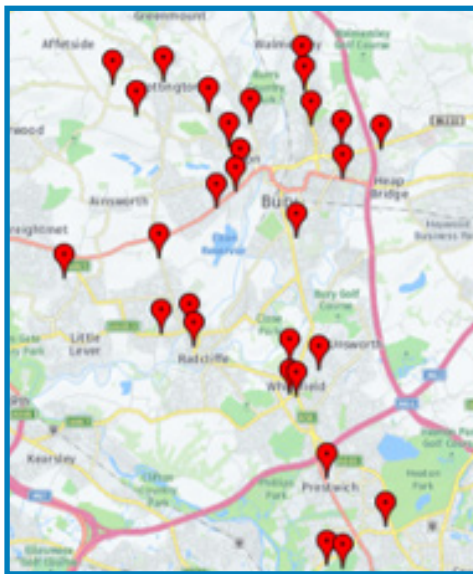
Older People

While for many older people, their care needs are managed informally through support from family friends and neighbours, Bury Council is committed to support those people where this informal support is not an option.

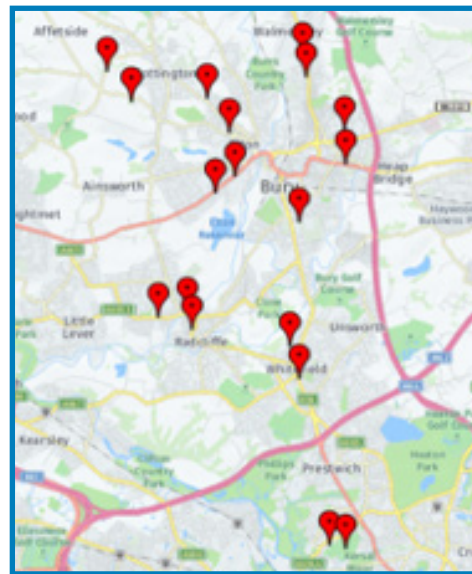
In financial year 2023/24 Bury Council funded approximately £25m on 1719 care packages for people over the age of 65 with the highest spend being made on Care at Home and Residential and Nursing Care. This does not include NHS GM Integrated Care contribution.

Residential and Nursing Care

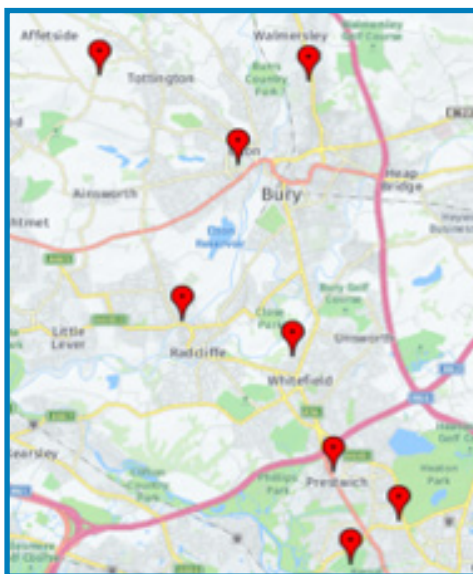
Of the total spend on care packages for those over 65 in year 2024/25, approximately 66% is on funded residential and nursing care placements. As detailed further in the Older People Market Position Statement, the care home market in Bury is currently skewed to supporting customers with lower-level needs when, demand for more complex support, including around nursing and dementia is increasing. There are currently 49 Care Homes in the borough with 26 supporting customers over 65. The below maps highlight where existing provision is located:



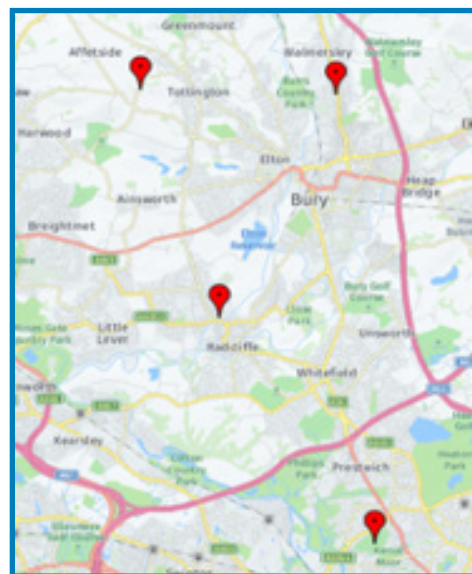
Residential



Residential Dementia

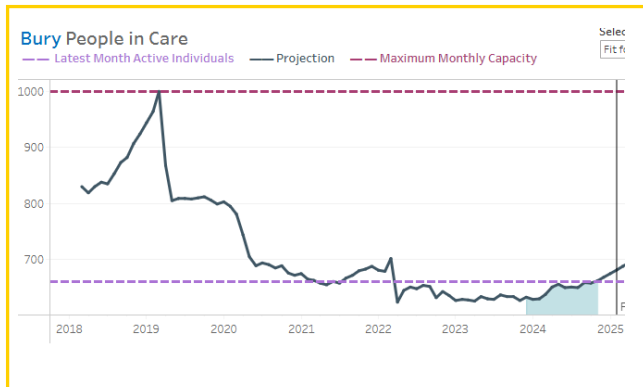


General Nursing

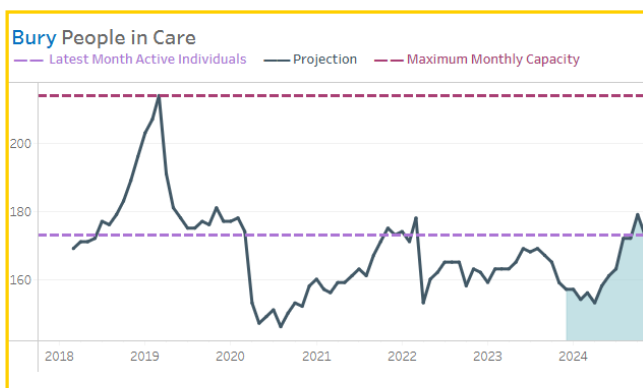


Nursing Dementia

Demand for standard residential care has reduced dramatically since the highs of pre-pandemic 2019 as outlined in the graph below:



While demand has increased slightly in the last 12 months, capacity continues to outstrip supply. For long term nursing care, however, the graph below shows that while demand has reduced from historic highs in 2019, in the last 12 months, demand for more complex provision has increased. Capacity projection estimates have considered the number of people entering and exiting nursing care, which project that Bury will have exhausted its capacity in 16 months. Further details are outlined in the Older People's Market Position Statement.



Care at Home

Bury will be re-tendering its Care at Home service with a new framework to start in October 2025. There will be 10 Providers covering 5 zones across the borough. Two Providers cover one zone and operate a week on/week off model. Where those 'main' Providers are unable to pick up packages there will be up to 15 framework Providers who can pick up packages borough wide.

The retender aimed to expand the scope of the care at home services by:

- Simplifying the criteria for access to the Care at Home service, allowing for the reduction in spot purchased packages of care and equitability for different customer groups
- Aligning to the Locality Plan, having Providers work across the 5 neighbourhoods, mirroring and aligning to the Integrated Neighbourhood Teams
- Providing a greater focus on partnership working alongside the Integrated Neighbourhood Teams and our care Providers. This will ensure that service providers play an equitable role in effectively addressing the needs of the residents of Bury.
- Encourage innovation and flexibility in service delivery including taking an asset based approach to care and support

Bury currently spends approximately £12m on care at home packages of care and there are currently 848 customers, including Older People and those with a Mental Health condition in receipt of support by Bury Care at Home Providers.



Learning Disability

Bury commission Learning Disability Services via the Greater Manchester Flexible Purchasing System (FPS) which aims to support the commission of person-centred and outcome-focused packages. Placements and packages are run via mini competitions under the FPS and via The Chest Procurement Portal.

While further details can be found in the Learning Disability Market Position Statement, care and support planning by both the Local Authority, and in turn its chosen commissioned providers, must improve outcomes of customers. Instead of simply maintaining independence, it should be enhanced, and support plans and service provision should be co-produced with users. These will form the minimum expectations of providers commissioned to provide support to people with Learning Disability in Bury.

The borough's Learning Disability Providers provide provision including Supported Living, Residential Care, Day Services, Care at Home and Shared Lives.

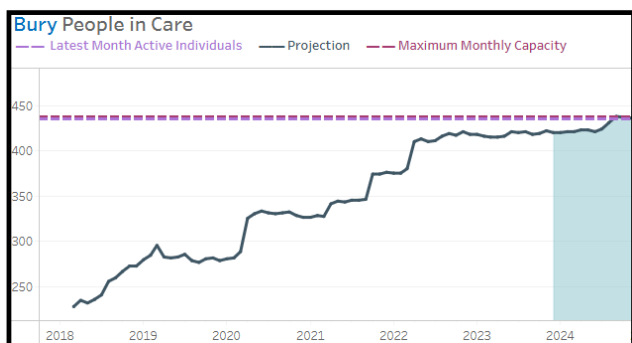
Supported Living

The Learning Disability Supported Living Provider market is currently made up of:

- 18 adult social care Providers (17 spot purchased private Providers with the remaining block contracted provider, the Council's own Local Authority Trading Company (LATCO))
- 100 supported living services
- 256 customers
- £24.4m Council spend on in and out of borough Learning Disability Supported Living
- Placements are made on a spot purchase basis at all private Providers, while the Council's LATCO are funded via a block contract arrangement

Demand for supported living placements has steadily increased in Bury as outlined in the below Graph. The Learning Disability Market Position Statement and commissioning intentions further outlines the work the Council will look to do to meet this growing demand and increase capacity.

Placements and packages are run via mini competitions under the FPS and via The Chest Procurement Portal.



Residential

There are currently 8 Residential Homes supporting people with a Learning Disability, 7 of which provide permanent placements with the other focusing on short term respite:

Bury currently spends £6.2m on both in and out of borough Residential and Nursing Care for people with a Learning Disability.

CQC Performance

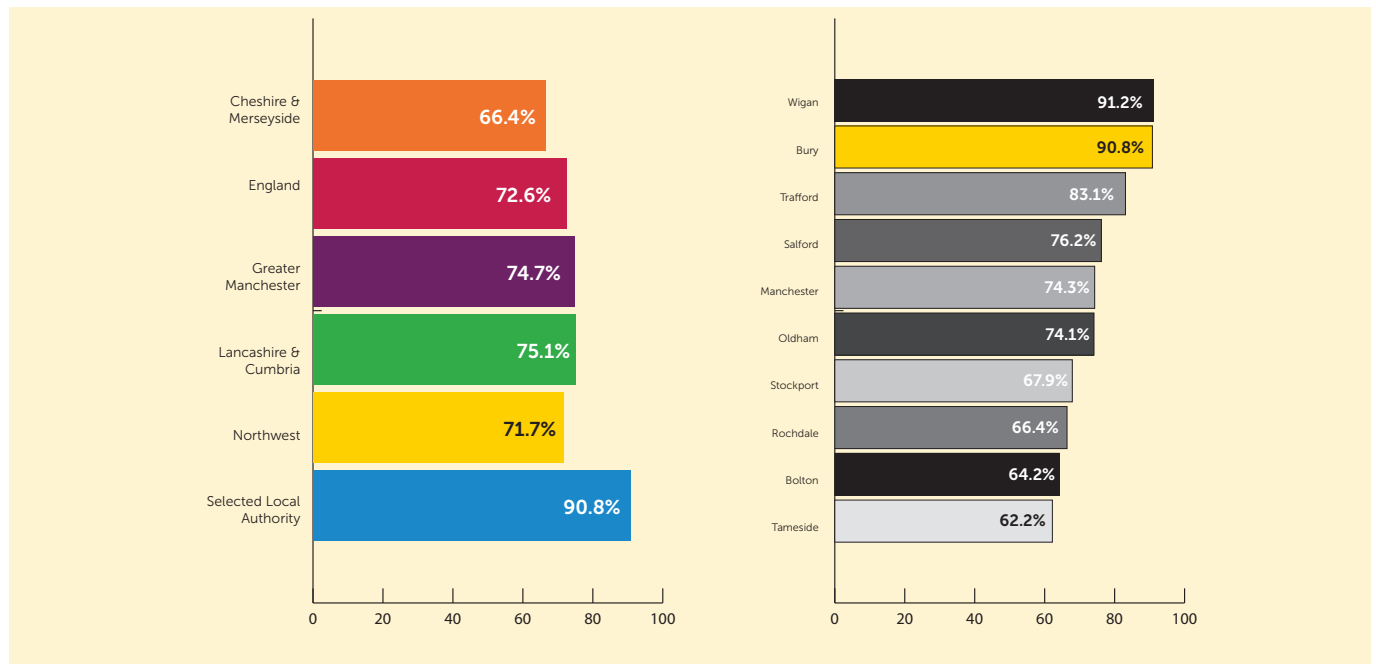
In recent years, Bury has consistently enhanced its standing regarding CQC ratings within the borough, particularly with Care Homes where there are currently no providers rated as Inadequate.

In 2022/23 Bury had 6 Care homes rated Inadequate, all of which were supported through the Provider Failure Process. All homes remain open and have been re-rated with 2 moving from Inadequate to Good. We are proud of the work these providers have done, in partnership with the Council to improve the services available to the people of Bury.

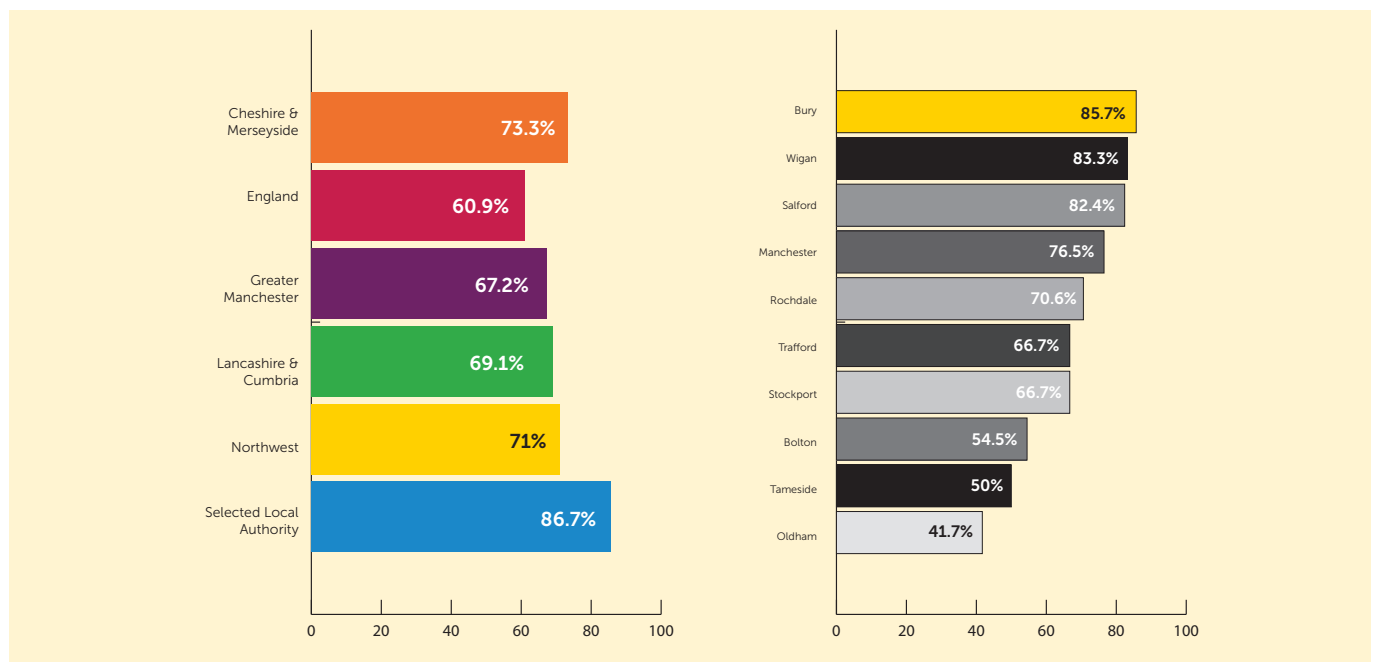
Bury is also delighted to have two care homes rated Outstanding and are now working alongside a group of care homes to develop a support programme for those Good Providers looking to take the next step to being rated Outstanding.

The graphs below outline Bury's CQC performance compared to our Greater Manchester Local Authority partners and across the wider Northwest and England, however it should also be noted that while there may be supported living and care at home providers registered in Bury and rated lower than Good, the Council has taken a position that it will only contract and commission with Providers rated Good or above:

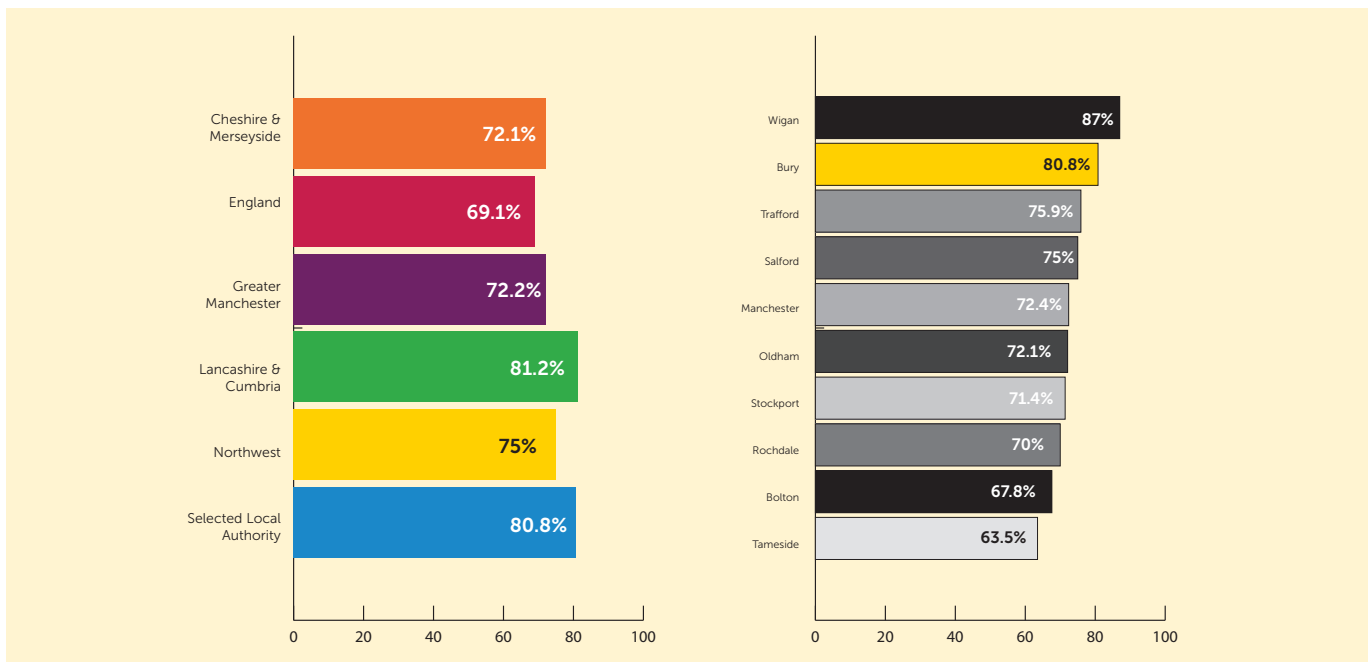
% of Care Home beds with Good or Outstanding CQC Rating



% of LD Supported Living Locations with Good or Outstanding CQC Rating



% of Care at Home Locations with Good or Outstanding CQC Rating



The graphs show Bury is in the top 2 localities with the highest percentage of Good or Outstanding rated Care Homes, Care at Home and LD Supported Living Providers in Greater Manchester and are outperforming the Northwest and England averages in each area. This is down to the hard work and dedication of our providers, and we are proud to work in partnership with them and offer a range of support programmes and measures to help them maintain and develop their quality services.

Provider Workforce

The Council utilises Skills for Care Adult Social Care Workforce Dataset (ASC-WDS) to assess the make-up of the Provider Workforce and identify areas where support may be required. Bury have one of the lowest numbers of Providers signed up to submit the ASC-WDS which negatively impacts on the Council and partners abilities to target support, whilst also denying providers access to Skills for Care funding to support with training and development. Support to Providers in signing up is available from the Community Commissioning Team and Skills for Care.

The data available does not therefore show a wholly accurate picture, but it does give a snapshot to aid in directing efforts.



This is an improved picture compared to the previous years with a decrease in vacancy rate from 12.9% to 8.5% and decrease in leaver rate from 44% to 27.1%.

Support to Providers

While the supporting Market Position Statements will provide relevant and valuable detail on the direction of Bury's Adult Social Care Market, there is a range of support available to Providers:

Quality Assurance and Improvement

The Care Act 2014 requires Local Authorities to promote diversity and quality in provision of care and support services. Without a vibrant and responsive market, we cannot ensure high quality, personalised care and support can be achieved.

In August 2024, the Community Commissioning Team launched its updated Quality Assurance and Improvement Framework. This was developed to ensure that Bury Council's own commissioning is focused on providing sufficient high-quality services to individuals as well as incentivising continuous improvement by working in partnership with our Providers.

Following extensive work, the Framework now articulates:

- How we quality assure services
- How we work together with Providers, focusing on continuous learning, innovation and improvement across the market and within our own organisation,
- How we ensure providers and people are encouraged to give feedback on the services they receive, which is acted on and used to drive improvements

- The clear and effective governance arrangements that provide visibility and assurance on quality, sustainability and risk to delivery.

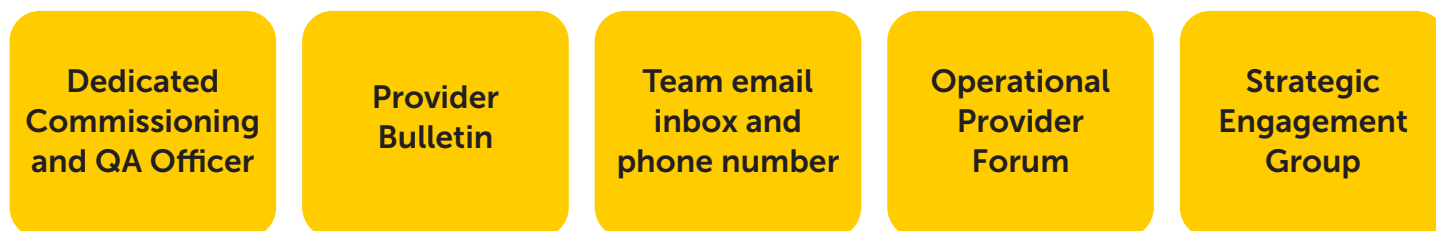
While the previous Quality Assurance Framework was based on the old Essential Standards by CQC, Bury have committed that the updated framework will be informed by intelligence including from people who use services, provider staff, the Council's Safeguarding Team, complaints and concerns received and engagement with the Care Quality Commission (CQC).

Providers are subject to an annual Quality Assurance review where their allocated Commissioning and Quality Assurance Officer proactively works with the provider to identify any issues or concerns, supporting with any improvements that need to be made, whilst also celebrating any best practice and successes.

As part of the review and redesign of the Quality Assurance and Improvement Framework, a robust governance process has been established including the development of a Risk Escalation Group. With members including Social Work Operations, Healthwatch, Safeguarding, Medicines Management, Infection Prevention and Control and NHS GM (Bury), this ensures that local intelligence is shared with the relevant colleagues, ensuring providers get the right support, at the right time, from the right professions.

Provider Engagement

Bury Council Community Commissioning Team aims to put provider engagement at the heart of the work and it does this with a range of mechanisms:



All Providers have a dedicated Commissioning and Quality Assurance Officer who is their first point of contact for concerns, issues, updates and development opportunities; building on the positive relationships that have developed over the last few years.

The Commissioning Team also has a dedicated team inbox and contact, where the latest guidance, valuable updates and policy changes can be shared with providers for feedback and input, while the team also produce and disseminate a weekly bulletin.

The team continues to operate Quarterly Operational Forums for specific Provider sectors as well as Strategic Engagement Groups. The Operational Forums provide Registered Managers and operational staff the opportunity to input into local initiatives and programmes of work, receive updates and useful information from local, regional and national partners as well as the opportunity to discuss challenges, and changes, with fellow providers.

The Strategic Engagement Groups provide a space for our Providers' Chief Officers, Contract Managers and Registered Managers etc to meet with the Community Commissioning Team's Strategic Leads and take a real partnering role in shaping the strategic direction of services in Bury. The aim of the group is:

- To provide a forum for partners to be engaged and take a leading role in influencing strategic plans of Bury Council
- To review/challenge/discuss proposals and initiatives
- To act as the main point of engagement in respect of the annual fee setting process
- To provide a forum for Providers to set their own agenda items and discussing areas that are important to them
- To provide partner members with updates on specific pieces of work where there may be interdependencies
- To work with other work streams to ensure awareness and interdependency throughout the system

Provider Workforce Support Offer

Utilising an element of the Market Sustainability Improvement Fund, Bury Council co-designed and developed a suite of innovative, collaborative workforce solutions to support our Adult Social Care providers to address their workforce challenges. These were badged as the Adult Social Care Workforce Support Programme which is made up of 3 main functions:



// Bury Council
Community
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Centralised Permanent Recruitment Function

A central recruitment team that providers can share all open, care and support vacancies with. The team advertise, screen and signpost relevant candidates into providers ready to interview.

BURY FLEX: A Centralised Shared Workforce Function

A shared workforce initiative that allows providers in Bury access to a "ready to work" bank of flexible workers.

The criteria for the Flex Workforce is for applicants to have 9 months or more UK experience in a care and support position and be fully compliant with UK, Right to Work legislation and meet CQC Regulation 19: Fit and better persons employed.

The Flex Recruitment Team process all applications, compliance and training requirements. Once a worker is "ready to work" our commissioned support facilitates the introduction into contractual casual employment, directly to each provider. Each provider is then responsible for payroll and working time directive requirements. This reduces the need for costly agency usage.

Care Development Programme

We work alongside Bury College, Health and Social Care educational departments to streamline the transitioning of Health and Social Care students into Burys' Social Care providers for both courses aligned, work experience placements and the opportunity to gain paid employment placements. Those interested in offering work and training placements can speak to their allocated officer to learn more.

Central access point for workforce resources

This vital central access allows everyone in the Health and Social Care in Bury to access information that can support workforce sustainability including Equality, Diversity and Inclusion and Wellbeing resources. It also provides a destination to promote workforce training and development, funded initiatives such as Bury Flex and the central recruitment support.

Registered Manager Leadership Development Programme

The work by the Commissioning Team, including through Quality Assurance Reviews, has identified that the lack of development opportunities and succession planning for staff newly in Registered Manager roles is creating a risk to the quality of services in Bury. A free development program has been offered to those who meet the requirements to ensure they have the skills needed for a managerial role.