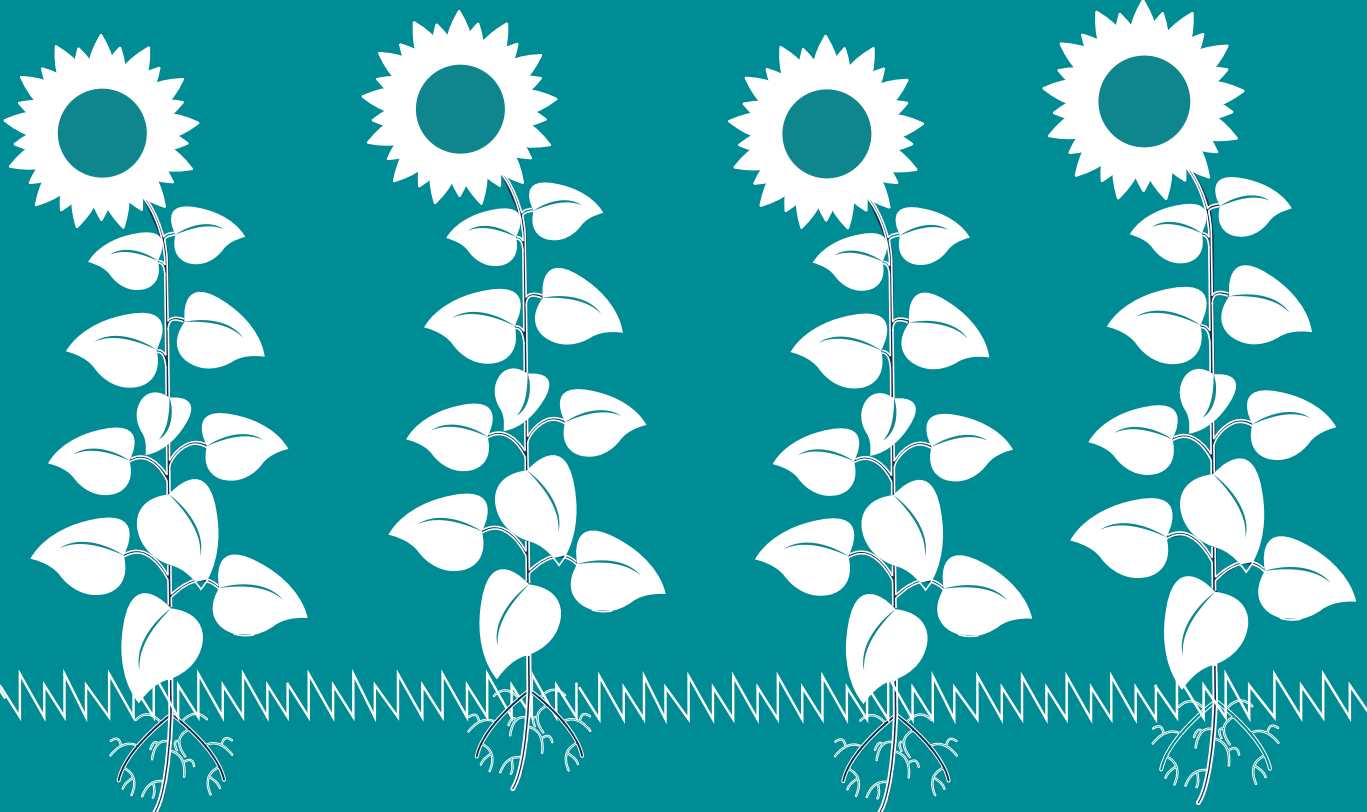
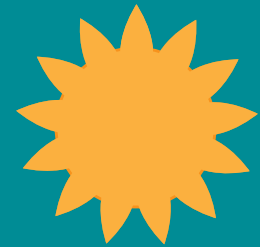




City of  
**Stoke-on-Trent**

# Adult Social Care

MARKET POSITION STATEMENT 2024 – 2028



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# Introduction

Welcome to the Stoke-on-Trent City Council Market Position Statement (MPS) which is aligned to the Council's vision and priorities set out within our Corporate Strategy 'Our City, Our Wellbeing' and based on the main challenges and opportunities facing the City. One of the critical issues highlighted within the strategy includes:

**Supporting People to Live Independently** - Too many people from our city end up in institutional care when they could be supported to live in our communities. This includes young people and adults with physical and learning disabilities, those with long term mental health conditions and older people becoming frail. We will work with our partners to change this, including providing a better choice of supported accommodation for people of all ages and ensuring that support is tailored to the specific needs and preferences of individuals wherever possible.

We will therefore continue to work closely with our communities, with our health colleagues, and providers from and both the private and the voluntary, community, faith, social enterprise (VCFSE) sector to ensure a holistic approach to coproducing and delivering care and support which meets the needs and aspirations, while building on strengths and assets which help local people and our communities to thrive. Our MPS is based on local insight, and provides data, intelligence and an evidence-based approach to support the transformation and coproduction of new models of care locally.

We have many challenges that face us in the coming months and years including; the social care crisis, the rising cost of living and hospital delays. However more than ever the City Council will remain dedicated and focused on improving outcomes, ensuring that care and support services are accessible, appropriate to peoples' needs, are strengths based, and community focused and provide value for money.

Our MPS aims helps to help provider markets to understand our vision for local care and support services and the type of provision we need to enable people to be working with us live to a life that matters to you'. To achieve this, we know that strong relationships with our providers is critical and we aim to build and strengthen relationships through improved communications, engagement and coproduction activities, and we look forward to working with you to achieve the vision set out within our MPS and Our City Our Wellbeing Strategy.



**Shelley Brough**

Assistant Director of Commissioning, Adult Social Care,  
Health Integration and Wellbeing

# What is a Market Position Statement?

Commissioners in the city council have a key role in working with the whole social care sector, partners and stakeholders to shape and develop the care market, in order to meet the vast range of care and support needs for our local residents. We are extremely passionate about the right care services being delivered, in the right place, at the right time, to enable people to live their lives to the fullest.

A Market Position Statement (MPS) specifically describes the social care market within our city, Stoke-on-Trent. We endeavour to use this document to share useful, accurate and up to date information to all stakeholders including;

- Independent sector providers
- Voluntary, community, faith and social enterprise (VSFCE) organisations
- Individuals, Carers and Personal Assistants who provide care and support services
- Health partners
- New start-ups and family businesses
- Small and Medium Enterprises (SME's)
- Community interest companies (CIC's)
- Commissioned and non-commissioned services
- Social care staff
- Residents
- Carers

An MPS is the start, not the end point, of market facilitation. Therefore, this MPS sets out a summary of where we are currently in terms of care and support services, our goals and aspirations for the local care market, areas of growth and development, opportunities and our future commissioning intentions. We also want to share with you our corporate priorities, vision, approaches and primary objectives regarding localised adult social care and support.

It is hoped that care providers, organisations and individuals offering local services will find this information helpful, and work with us in order to evolve and adapt service provision as the demand and capacity gaps fluctuate. We will publish further iterations of this MPS as required to ensure all information is current and relevant.

Our primary aim is always to ensure that any commissioned services for local residents are safe, appropriate, effective and high quality. We will continue to work closely with stakeholders to ensure a sustainable, vibrant and thriving local care market. As the market occasionally to ensure each iteration of the MPS remains modern, factual and valid as the local market evolves and demand fluctuates.

Whilst this initial draft of the MPS is focused on Adult Social Care Services, the intention is to move towards an All Age MPS in the future.

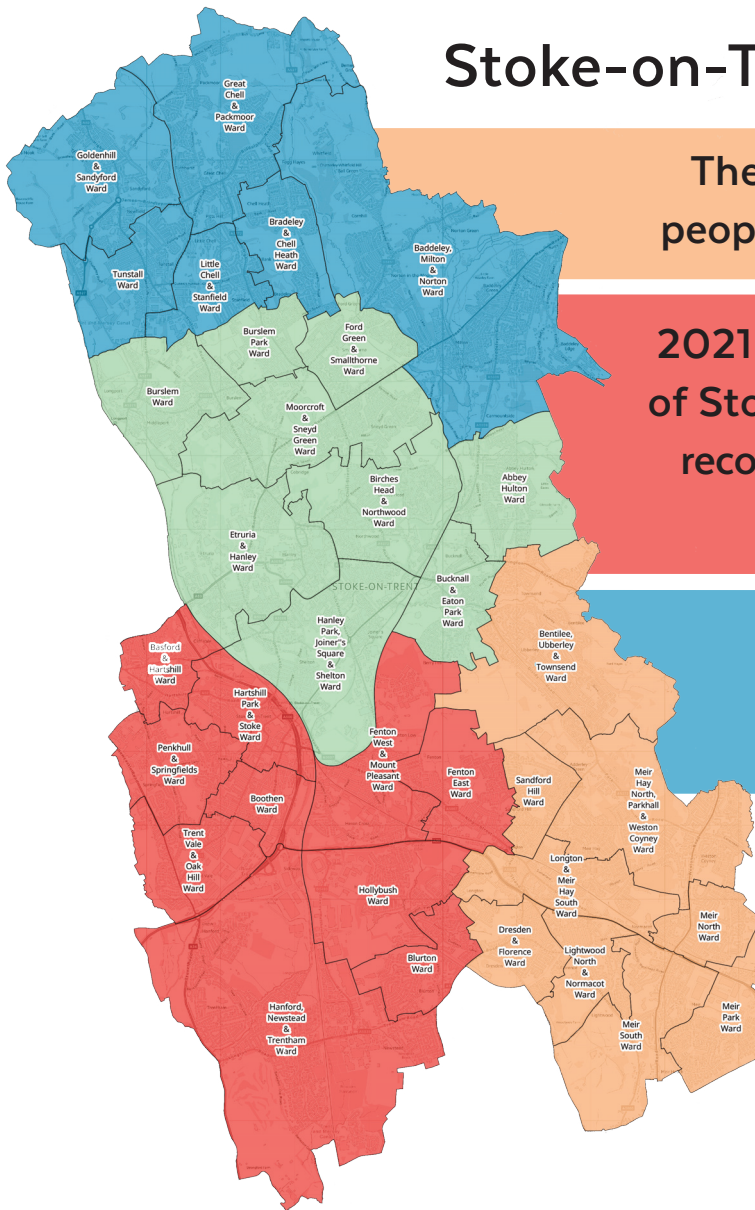


## Our Commissioning Intentions for the City

To enable us to deliver our vision for the City, we need to change our approach to commissioning, to do this we will:

- In all cases, review all options (purchasing, in-house, Local Authority trading companies, decommissioning etc) to ensure best value for money is achieved for commissioned services with a focus on service improvement, high quality provision, community wellbeing and overall improved outcomes for the citizens of Stoke-on-Trent.
- Embed a strong transformation and coproduction approach which ensures that the voice of people who use services, local communities, councillors, internal colleagues, external partners and providers are at the heart of everything that we do.
- Have a great focus on the experience and outcomes and of people both receiving and working in commissioned services.
- Embedding Co-production in everything we do by involving people who use services, their families and carers in the redesign, creation and monitoring of services.
- More joined up commissioning with Children's Social Care, particular for young people moving into adult's service, with a focus on supporting them to live independently.
- Work closer with our Voluntary, Community, Faith sector to promote local preventative and enabling services.
- Continue to work closely with our local communities and micro enterprises to develop more personalised and creative ways to support our residents.
- Work with our local care and support market to share and develop a new kind of market in the City, one which has a primary focus on enabling and supporting people to have their own front door and remain living in their own community, with as little paid for support as necessary and for as long as possible
- Improve our communication with the local care market, reviewing our approach to provider forums and early engagement on commissioning intentions.
- Reviewing our approach to contract monitoring and quality assurance, with a focus on working with providers to share good practice, and supporting providers to achieve improved CQC ratings where necessary.
- Working on a 'Place' based footprint with our Integrated Care Board and Staffordshire County Council to develop integrated services County wide.
- Maximise opportunities for Community Wealth Building, Social Value, and building the City Council's Anchor Institution status through our CSR.
- Ensure that wherever possible commissioned services focus on enabling the citizens of Stoke-on-Trent to maintain their independence and access local services in their local communities and prevent the need for statutory interventions.

# The Local Picture – Our City Demographics



## Stoke-on-Trent's Population

There are a total of 258,400 people living in Stoke-on-Trent

2021 Census - The population of Stoke-on-Trent is the highest recorded level since before the 1991 Census

This figure is 3.8% higher than the 2011 Census figure of 249,008

In terms of age groups, our City is made up of the following:

Age range	Number of populations	% of total population
Under 18's	58,305	22.7%
18-64	153,903	60.0%
65-84	39,445	15.4%
85+	4,969	1.9%

## Stoke-on-Trent Deprivation Levels

Our city is amongst the most deprived Local Authorities in England, ranked 14th most deprived out of 317 Local Authorities for the overall Index of Multiple Deprivation (IMD).

According to the most recent figures, 53% of people in the city live in areas which are classified as being in the top 20% most deprived in England.

Source: [www.gov.uk/government/statistics/english-indices-of-deprivation-2019](http://www.gov.uk/government/statistics/english-indices-of-deprivation-2019)

## Predicted Future Trends

By 2030, the numbers of people aged 65 and over living in Stoke-on-Trent are projected to increase by around 8,000 to 51,300. This means that nearly one in five local people (19.9%) will be aged 65 and over (compared with 17.0% currently).

Among people aged 65 and over in the city, it is predicted that:

- The number of people living with a limiting long-term illness (whose day-to-day activities are limited a lot) are predicted to increase from 14,876 to 17,324 between 2020 and 2030, a rise of 16.4%.
- The number of people living with a longstanding health condition caused by a stroke is predicted to reduce from 454 in 2020 to 430 by 2030.
- Those with a longstanding health condition caused by a heart attack are predicted to rise by 25.5% during this period (from 2,105 to 2,642).
- The proportion of people with dementia is predicted to rise by around one-fifth by 2030 (with the number increasing from 2,879 in 2020 to 3,416).
- The numbers of people with depression are predicted to increase from 3,808 in 2020 to 4,387 in 2030, a rise of 15.2%. The proportion with severe depression is predicted to rise by 17.1% (from 1,192 to 1,396).

Source: Projecting Older People Population Information System (poppi.org.uk) - Percentages are not directly comparable against each other as some are based off the total population and others are just over the age of 18.

The current population in Stoke-on-Trent in 2023 aged 18-64 predicted to have a learning disability is 3,806 with this expected to increase to 3,853 by 2030.

The amount of people aged 18-64 predicted to have a common mental disorder in Stoke-on-Trent in 2023 is 29,123 which is expected to increase to 29,352 by 2030.

Total population in Stoke-on-Trent aged 18-64 predicted to have a moderate personal care disability in 2023 is 5,877 with 1,311 having a serious personal care disability.

More localised data aligned to our future commissioning intentions is available via the [Stoke -on-Trent Joint Strategic Needs Assessment \(JSNA\)](#).

## Our Finances and Spend

The City Council has faced significant financial for a number of years due to the impact of national funding reductions, rapidly increasing levels of demand, such as social care, and low levels of financial resilience due to a relatively weak council tax base (93% of properties fall within Bands A - C) and low levels of reserves.

The City Council had £97.5m less funding to invest in services in 2023/24 then it did in 2010/11. This equates to a 29.6% real term cut.

The below table shows how the way the City Council is funded has changed over the years:

Year	Revenue Support Grant	Collection Fund	Council Tax	Non-ring-fenced grants	Capital receipts
2013/14	42%	27%	30%	1%	0%
2023/24	10%	41%	38%	10%	1%

Due to the going demand for Social Care, for both adults and children, the City Council has increased its investment from 48% in 2013/14 to 59% in 2023/24.

The City Council is forecasting a budget gap of £14m for 2024/25, to address the funding gap the City Council approach central government for Expectational Financial Support and we were able to secure a loan of £44.7m over 2023/24 and 2024/25. The money has to be repaid, with interest.

For adult social care services, The City Council invests more than £100m (gross) each year in commissioning services from hundreds of independent care providers that make up Stoke-on-Trent's Care Market. In addition to our investment, both our health partners and private self-funding individuals purchase services from these businesses as part of a local care economy.

For the financial year 2022/23 the City Council invested £6.592m in the provision of commissioned Adult Social Care services, which was subsequently written in to the Medium-Term Financial Strategy as an on-going basis.

As demand for services continues to increase and available funding reduces, we need to work in partnership with our local care market and address these challenges together. Further information on the City Councils budget consultation and financial position for 2024-25 can be found at [Budget 2024 - 2025 | Stoke-on-Trent](#)



# Our Corporate Strategy and Priorities 2024 - 2028

Our Corporate strategy 'Our City, 'Our Wellbeing' organises our plans and visions against seven key themes below, each of which will contribute to improved community wellbeing. The plan outlines our vision and key priorities to create a thriving city for everyone. We've identified these priorities based on the challenges and opportunities facing our community.

This strategy is a collaborative effort. Throughout the next four years, we'll be working closely with residents, businesses, and organisations to refine and implement these plans. By actively listening to people's needs, we'll ensure our resources are aligned with the priorities that matter most to you



## 1. Healthier

Creating a healthier standard of living for all our citizens

## 2. Wealthier

Reducing hardship and enabling greater shared prosperity

## 3. Safer

Building empowered communities, safe from the threat of harm

## 4. Greener

Conserving our environment and living more sustainably

## 5. Cleaner

Working together to clean up our city and our communities

## 6. Fairer

Tackling inequality and improving life chances for everyone

## 7. Skilled

Transforming our city's education and skills provision

Our visions and priorities are to improve the wellbeing of our residents by making our city healthier, greener, safer, wealthier, cleaner, fairer and skilled. We are immensely proud of our city and its people. Stoke-on-Trent is a fantastic place to live, work and visit. But as a city, we also face many disadvantages and barriers.

You can view our Corporate Strategy here: [Our City, Our Wellbeing | Corporate Strategy 2024-2028 - Our City, Our Wellbeing | Stoke-on-Trent](#)

# Our Visions and Aspirations for Adult Social Care

## Independence and Person-Centred Services

Our overall vision and objectives are to support people to support themselves, and to maximise individuals' independence, as opposed to creating a dependence on services. This allows individuals to live their lives fully with only the appropriate level of support or intervention. We want people to be in control of choices around their care, how and when its delivered, and be a position to openly give feedback.

To achieve this vision of enabling independence we will:

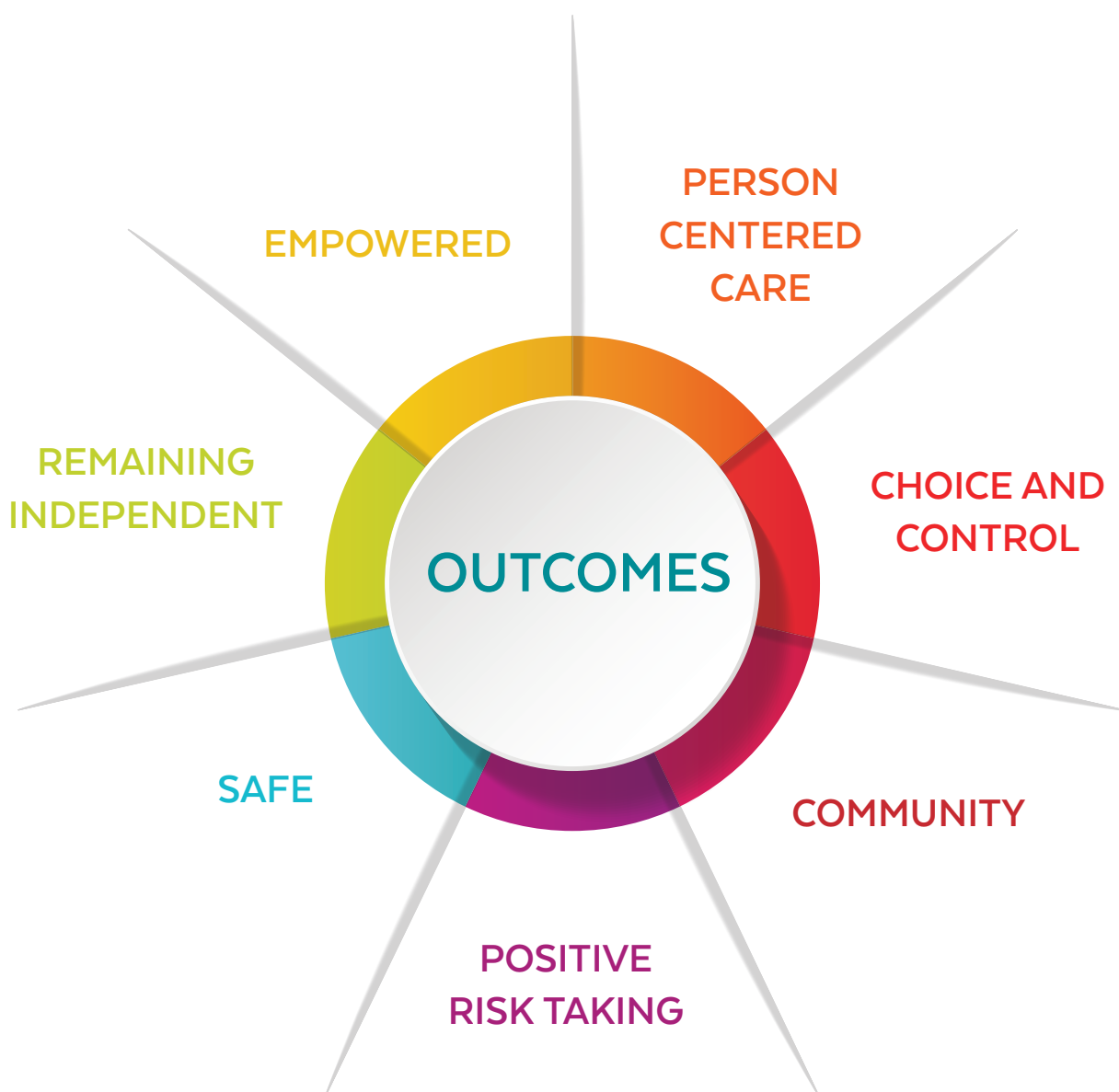
- Strive for more preventive services which delay the need for people to rely on long term services.
- Support people to be as independent as possible via information, advice, community involvement and services where appropriate.
- Work with local community groups to offer advice and signpost to a variety of relevant, such as the local Community Lounges (please see 'useful links' section)
- Further develop the market to take an enabling approach, offering more person-centred services
- Enhanced out reablement services, especially when only short-term support is needed (for example, when charged from hospital). This supports people get back to their 'best self'
- Increase the use of Direct Payments and Individual Service Funds, giving people greater choice and control over their care and support.
- Support people with more complex needs to be supported in their local community and Extra Housing Schemes
- Support people to have their 'own front door' within care services such as Extra Care Housing and Supported Living, as opposed to 24-hour residential care.



## Outcomes Based Models and Approach

In addition to enabling people to be more independent and receiving person centred services, we will also embed an 'outcomes' approach within our services. As opposed to care 'tasks' being rigidly set within a care plan, we are actively working towards outcomes-based models. This approach allows care and services to work with individuals to discuss, identify, support, monitor and achieve their personal outcomes.

The below graphic highlights some possible examples of various types of outcomes which could be important in a person's life. We envisage holistic and flexible services being provided to local people whereby outcomes are the starting conversation. People identify what outcomes matter to them in order to live a full life, being as independent as possible; and the service provider uses innovative approaches to meet the outcomes with the individual.





## A Healthy and Sustainable Care Market

We wanted to further develop the local care market to align services with current and predicted future demand. Both locally and nationally, we have an ageing population, people living longer with complex needs, and people who want to be (quite rightly) more involved in the decisions around care provision, and personalising the services they use.

To meet our vision of maintaining and growing a healthy and sustainable local care market, we will invest in areas identified for growth, review and recommission targeted services with adapted specifications, work with stakeholders to shape services based on fluctuating need, and encourage local business to develop within the City.



# Placed Based Commissioning

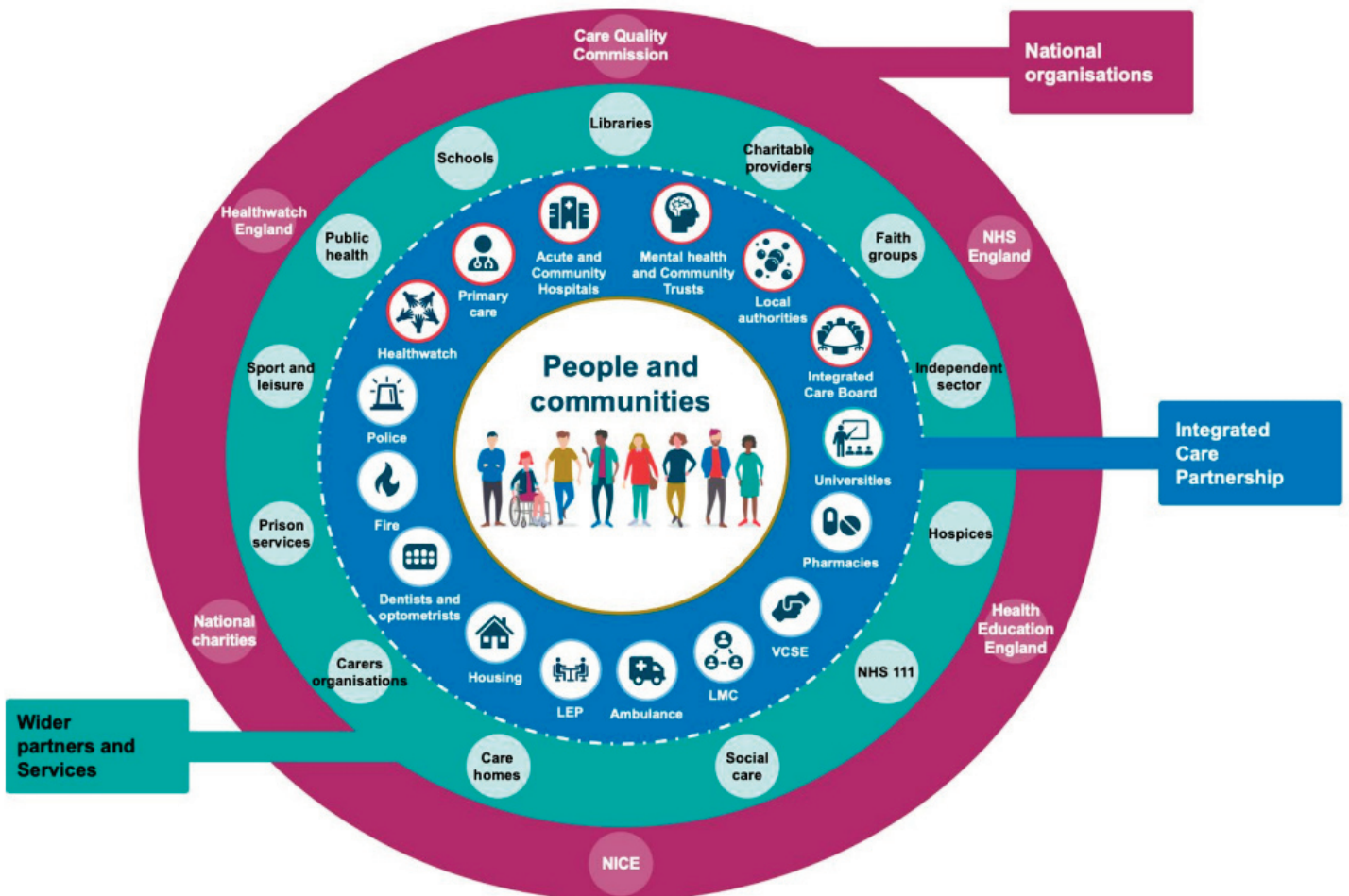
As well as ensuring we have the right services in the City to support our residents, we are also committed to working jointly with our partners across Staffordshire County Council and Staffordshire and Stoke Integrated Care Board.

This includes having a number of jointly funded posts to support the development of partnerships, manage and jointly review how we use our Better Care Fund and ensuring consistency of approach to market management and quality assurance.

We are working closely with Staffordshire County Council on use of our Accelerated Reforms Funding, which will support both paid and unpaid carers and the development of a joint care academy across Staffordshire and Stoke-on-Trent.

More details on how we plan to work together to ensure that everyone in both Staffordshire and Stoke have the opportunities to live a good life can be found in the Integrated Care Partnership Strategy:

[Staffordshire and Stoke-on-Trent Integrated Care Partnership ICP Strategy](#)



# Community Wealth Building

Commissioning plays a key role in Community Wealth Building, which is a people-centred approach to local economic development, which redirects wealth back into the local economy, and places control and benefits into the hands of local people.

Our ambition is to grow and develop our 'Responsible Procurement' approach in terms of maximising Social Value opportunities, and partnerships with Anchor Institutions including with the Voluntary Community Faith and Social Enterprise Social Enterprise (VCFSE) sector.

[What is Community Wealth Building? | CLES](#)

## Commissioning Pipeline

The below contracts are due to be recommissioned over the next few years, please note this is subject to change.

### June 2024

- Framework for the Provision of Support Living and Social Opportunities
- Contract for the Provision of Bed Based Respite

### July 2024

- Contract for the Provision of Residential and Nursing Care

### August 2024

- Contract for the Provision of Welfare Benefits Service

### October 2024

- Contract for the Provision of All Age Integrated Community Equipment Service
- Contract for the Provision of Eablement and Hospital Discharge Services

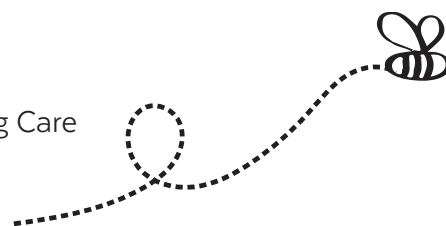
### December 2024

- Contract for the Provision of Community Services  
(Homecare, Extra Care, Social Opportunities, Short Breaks)

### June 2025

- Contract for the Provision of All Age Carers Support Service

All Tender opportunities are advertised on: [supplystokeandstaffs.proactishosting.com/](http://supplystokeandstaffs.proactishosting.com/)



# Our Market Position Statement (MPS)

Our MPS is broken down into three separate chapters:

- Information, Advice and Prevention
- Supporting Independence in the Community
- Living and Ageing Well in Care Homes

We want our Market Position Statement to stimulate more conversation and collaboration with our local care market to support our transformation journey.

We welcome further enquiries from providers and other organisations who would like more information or would like to work with us on any of the areas outlined in this document.

For further information or a conversation with a commissioner please email our 18+ Commissioning Team: [adultscommissioningandcontracts@stoke.gov.uk](mailto:adultscommissioningandcontracts@stoke.gov.uk)



## Information, Advice and Prevention:

In order to support people to remain well for longer, it is essential that residents of the City can access timely and accessible information and advice when they need it.

We are fortunate to have a wide and varied Voluntary, Community and Faith Sector (VCFS) across the City which is key to delaying the need for formal care services, supporting carers and signposting people to other services.

To further enhanced our information, advice and prevention offer we will:

- Develop a co-produced early intervention and prevention strategy with our ICB colleagues, providers and people with lived experience.
- Combine our care directories into one offer, that is easily accessible and searchable.
- Introduce a digital offer to support unpaid carers
- Introduce on-line self assessments for carers
- Introduce on-line Care Act assessments
- Enhance our carers offer, to prevent carer breakdown and support people to maintain their caring role.
- Continue to promote our Community Lounges as contact points for local communities to access information and advice.
- Continue to work with the VCFS community, providers and local people to raise awareness and understanding of mental health and development conditions, such as dementia and autism, making the City accessible to all.
- Recommission, in partnership with Staffordshire County Council and the ICB our Integrated Community Equipment Service.
- Enhanced our internal Telecare offer to support more people to remain safe in their own homes
- Enhance our internal Shared Lives offer to support more people with dementia and their carers.



## Supporting Independence in the Community

We currently support approximately 1,000 individuals in their own homes with a package of home care. The current home care model is currently made up of three different contractual arrangements, Guaranteed minimum hours, Framework and Spot purchase arrangements. The original contracts commenced in 2019 and additional contractual arrangements have evolved due to capacity issues in the market. The local market is now more stable and there is an over provision of home care in the City.

Across the City we commission 8 extra housing schemes, which support 550 individuals, however the schemes have over 1,000 apartments between them, with the majority of residents having no eligible social care needs. In addition to extra care schemes we also support approximately 190 adults with a range of learning disabilities, mental health conditions and autism in supported living/accommodation settings.

Predictive modelling suggests a significant shortfall of retirement housing and housing with care units to meet future need without intervention. Estimates of demand for different types of accommodation suggest that for Stoke-on-Trent, there is demand for 4,587 units of specialist accommodation now (excluding residential care) which is expected to increase by 1,868 to 6,456 units by 2040.

Stoke-on-Trent currently has 3,844 units of specialist accommodation and the current shortfall is therefore 743. This will increase to 2,612 if no further units are built.

One of our key commissioning intentions is to ensure our residents are able to remain in their own homes, in their local communities for as long as possible, to do this we will:

- Redesign and launch our new 'Home First' offer, with a focus on preventing admission to hospitals in the first instance, and ensuring those who are admitted are able to return to their own home.
- Introduce an Independent Living Strategy to clearly articulate the City's vision of everyone having their 'own front door'.
- Introduce a new framework for Supported Living with a clear focus on enablement, supporting independence and step-down models of care.
- Introduce a new framework for Social Opportunities (previously Day Opportunities) to move away from building based services and support people to access services in their local community.

- Work closely with our Children’s Commissioning Team to identify opportunities for transitioning into Adult Services to be supported to increase their independence.
- Work with providers and organisations to develop new housing solutions, HOLD mortgages, enablement focused support such as travel training and life skills.
- Review our nomination agreements to ensure more people with care needs are able to access extra care housing provision.
- Work with our communities to develop more Community Micro Enterprises, building on the work of Community Catalysts.
- Support more people to access services via a Direct Payment, Individual Service Funds or to recruit a Personal Assistant.
- Remodel our offer of commissioned care in the community by combining home care, extra care and short breaks (previously respite) to provide more localised services with a focus on reablement, supporting people to regain their independence and confidence, where possible.
- Offer short breaks and sitting services for carers, rather than a bed-based respite offer, supporting carers to have a break and the cared for to remain in their own home.
- Increase our use of Extra Care Housing, both existing provision and working with developers to increase the capacity in the City and prevent the need for people being placed into residential care homes.
- Work with our ICB colleagues to develop clear end of life pathways that enable people to die in their own home.



## Living and Ageing Well in Care Homes

We currently have 86 residential and nursing homes within the City. 65 care homes provide residential care, totalling 1,247 beds and 21 care homes provide nursing care, totalling 1,020 beds. We currently support 1,287 people in care homes in the City.

Whilst we want to keep people in their own homes for as long as possible, there will always be the need for high quality, affordable, outcome focused care home provision. There is a particular need to increase complex nursing provision in the City, for both younger and older adults.

To ensure we have the required capacity and specialisms locally we will:

- Introduce a new, combined contract for both younger and older adults care homes across the City. The contract will have a greater focus on outcomes and how Care Homes can evidence that they are meeting these.
- Remove a number of existing clauses from the current care home contract which are impacting homes financial position.
- Work closely with Care Homes to remodel existing provision, for example residential to nursing.
- Work with Care Homes across the City to improve relationships and develop greater partnership working by revising our Provider Forums.
- Work proactively to support any Care Homes who are struggling with quality or financially.
- Develop a 'wrap around' offer to support care homes in the event of a resident falling or needing medical attention, to prevent the need for admission to hospital
- Work with Care Homes and ICB colleagues to develop clear end of life pathways that enable people to die in their own 'home'.



# Summary and Key Messages to the Market

## Summary and Key Messages to the Market

- We are committed to co-producing and involving providers and people who use services in all our future commissioning.
- We want a greater emphasis on early intervention and prevention and ensuring people know how to access it.
- We want all our services to have a focus on enabling people to do more for themselves to meet their individual outcomes.
- We want people of all ages and abilities to have their 'own front door'
- We want to grow our micro enterprise offer, allowing people greater choice and control.
- We want to increase the number of people funding their services via a Direct Payment or Individual Service Fund.
- We will develop 'wrap around' services to support care providers and prevent admissions to hospital.
- We will develop new pathways for getting people out of hospital quickly and back to their own home.
- We will work with our care homes to increase, affordable nursing capacity.
- We will ensure our adult social care offer is sustainable within the current financial context and can continue to meet the eligible needs of our increasing older adults' population, safely and effectively.
- We will continue to work collaboratively with providers to address workforce challenges and support the development of the local care market.



## Existing Strategies and Information that underpin our MPS

- Care Choices Directory
- Communities Together
- Stoke Community Directory
- Joint Strategic Needs Assessment (JSNA)
- Our City, Our Wellbeing | Corporate Strategy 2024-2028
- Place to Be - ASC Strategy 2023 - 2026
- Stoke-on-Trent | Small Good Stuff
- Adult care and wellbeing | Stoke-on-Trent
- Older people's housing strategy | Stoke-on-Trent
- Stoke-on-Trent joint carers strategy | Stoke-on-Trent
- Learning Disability Strategy | Stoke-on-Trent
- Autism Strategy | Stoke-on-Trent
- Independent Living Strategy (when available)





City of  
**Stoke-on-Trent**