



Sunderland Adult Social Care Commissioning Strategy (Market Position Statement) January 2024

Creating a vibrant and diverse social care market that delivers outstanding quality services and better outcomes for people.

The Sunderland Vision

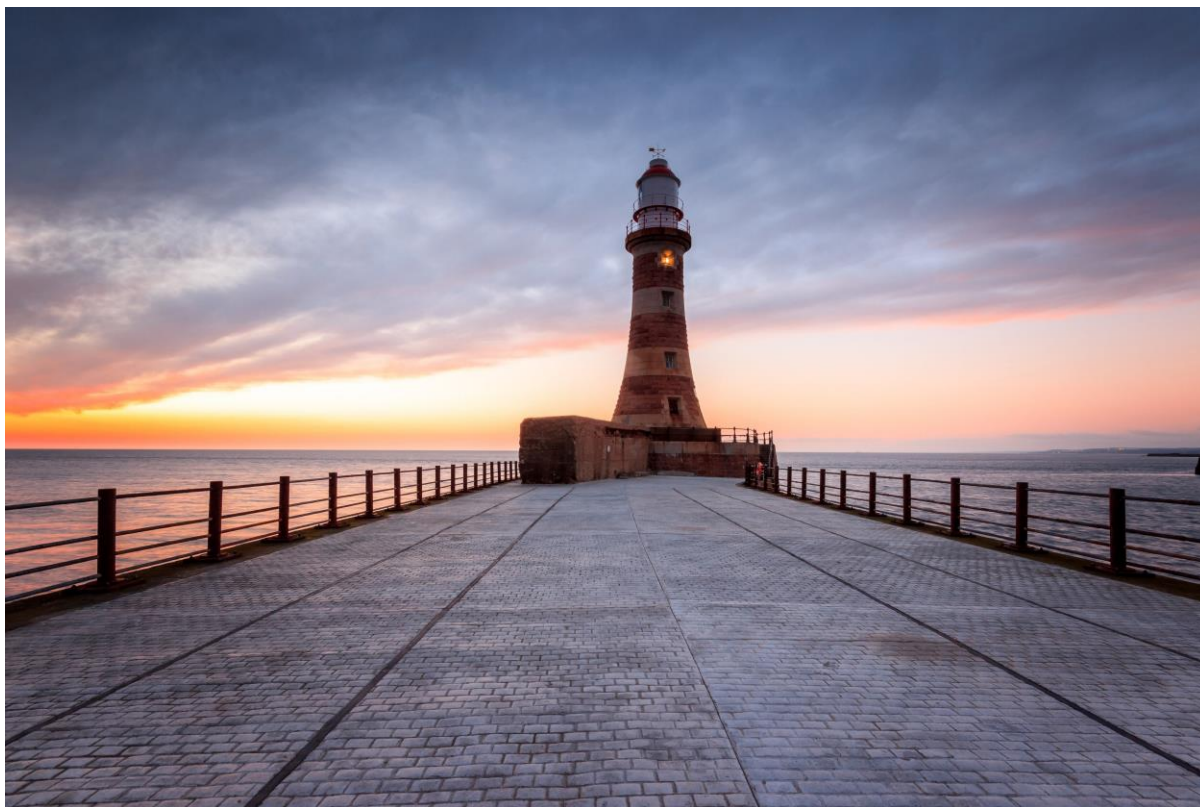


Our vision for Sunderland is a Healthy City. Underpinned by the Best Start in Life, Living Well and Ageing Well

We want to:

- Ensure that our residents stay as independent as they can for as long as possible.
- Support residents to live healthier lives and offer extra support when needed to help residents to regain and maintain their independence.
- Support residents and communities to help themselves by promoting wellbeing and resilience at all stages of their lives.
- Support adults at risk to be safe, in control and to make informed choices about how they want to live.
- Support communities to be strong, healthy, safe and resilient.
- Ensure that Sunderland residents are provided with the right support, in the right way and the right time whilst making sure our support and services remain sustainable and accessible in the future.

The Adult Social Care Market in Sunderland



We recognise that there are both challenges and opportunities facing us and this Commissioning Strategy (Market Position Statement) will highlight the areas where we want to work with providers to continue to meet these challenges while striving for quality and innovative services that will result in better outcomes for the residents of the city.

We want Sunderland to have a vibrant and diverse social care market that delivers outstanding quality services and better outcomes for people.

Services will achieve positive outcomes for people who need social care and support, which are built on positive, productive and effective relationships between commissioners and provider colleagues and by working collaboratively in a supportive, transparent and mutually beneficial way.

We have a long-standing history of positive and productive working relationships with our Providers, one which we intend to build on by working collaboratively with our Providers to achieve our collective vision for a high quality, vibrant and sustainable care market.

Our vision for adult social care is built upon the following principles:

People's Experience

- We want people to experience an outstanding level of care and support, which supports their choice, control and independence.
- We want people to feel that they are cared for in a kind and compassionate way, that they are respected and treated well.
- We want people to have choice over who provides their support, how their support is provided, and to have continuity of care and support.

Service Provider Organisations

- We want to have a range of outstanding quality provider organisations so that people have choice over who provides their support, how their support is provided, and they have continuity of care and support.
- We want our provider organisations to be led with a strong value base and a culture that encourages openness, learning and improvement.
- We want to see organisational values embedded and evident throughout every aspect of the organisation.

Social Care Workforce

- We want more people to work in the social care sector and to stay there when they do.
- We want Social care to be seen as a career, not as a 'stepping stone' to something or somewhere else.
- We want the workforce to reflect their organisational values.
- We want our workforce to be resilient, supported, proud and confident in their job.
- We want our workforce to have opportunities for personal and professional growth and development and to feel valued for the job that they do.
- We want our workforce to have access to good training and educational opportunities develops their skills and increase their confidence.
- We want our workforce to see themselves as professionals and experts in their field.
- We want people choose to work in social care.

Adult Social Care

- The Council, with Provider colleagues, delivers better outcomes for people.
- The Council, with Provider colleagues improves quality standards.
- The Council, with Provider colleagues builds capacity and develops innovative, responsive and flexible services based on need.
- The Council supports Provider colleagues to be sustainable and able to invest in their services and staff.
- Health partners understand and recognise the value of the social care provider offer in Sunderland.
- The Council champions the professionalism and the outcomes achieved by Provider colleagues.
- The Council listens and learns from Provider colleagues about what we can do differently to support the market; we are part of the solution, not the problem.

The Current Position



Sunderland Council Adult Social Care Budgeted Spend

The 2023/24 net budgeted spend on adult social care is £116,465,531.

The actual spend for 2022/23 was £108,016,772 across the following areas:

Mental Health	£7,796,491
Learning Disabilities	£31,693,500
Older People	£43,173,329
Physical Disabilities	£1,001,218
Other ASC Expenditure	£24,352,234

*other includes – support for carer, assistive technology, social care activities and commissioning & service delivery.

Population Projections

Compared to England, the population of Sunderland has a higher proportion of older people who use health and social care services more intensively than any other population group and may require more complex treatment due to frailty and the presence of one or more long term conditions

Sunderland's total population in 2023 was 277,600 and is projected to fall to 276,900 by 2030 and 276,200 by 2035.

Older People aged 65 years and over:

Of the total population, the number of people aged over 65 in 2023 was 58,300. There are 6,700 people aged over 85 years, which is 2.41% of the population of Sunderland. This is projected to rise to 2.64% by 2030 and 3.33% by 2035.

It is estimated that the number of people aged 65 and over with a limiting long term illness whose day-to-day activities are limited a lot is expected to rise from 19,801 in 2023 to 22,290 in 2030 and to 23,865 by 2035.

The total number of people aged 65 and over, predicted to be living with dementia in Sunderland in 2023 was 3,817, this is predicted to rise to 4,352 by 2030 and 4,820 by 2035.

	2023	2025	2030	2035	2040
Total Population of Sunderland	277,600	277,400	276,900	276,200	275,600

	2023	2025	2030	2035	2040
Population aged 65 and over	58,300	60,400	65,600	69,000	69,500
Population aged 85 and over	6,700	6,800	7,300	9,200	10,000
Population aged 65 and over as a proportion of the total population	21.00%	21.77%	23.69%	24.98%	25.22%
Population aged 85 and over as a proportion of the total population	2.41%	2.45%	2.64%	3.33%	3.63%

	2023	2025	2030	2035	2040
People aged 65-74 predicted to have a learning disability	684	700	762	767	706
People aged 75-84 predicted to have a learning disability	405	429	470	502	558
People aged 85 and over predicted to have a learning disability	130	132	144	183	201
Total population aged 65 and over predicted to have a learning disability	1,219	1,261	1,375	1,452	1,464

	2023	2025	2030	2035	2040
Total population aged 65 and over with a limiting long term illness whose day-to-day activities are limited a little	15,697	16,256	17,694	18,572	18,782
Total population aged 65 and over with a limiting long term illness whose day-to-day activities are limited a lot	19,801	20,496	22,290	23,865	24,518
Total population aged 65 and over predicted to have dementia	3,817	3,910	4,352	4,820	5,241

Market Overview December 2023



Care Homes: Older People

Type	No of Homes	Beds Available	Beds Occupied	% Occupancy
All Types	53	2,389	2,166	90%
Dual Registered	26	1320	1,170	88%
Residential Care Only	25	983	948	96%
Nursing Care Only	1	30	6	20%
Intermediate Care Service	1	56	42	75%

CQC Ratings

CQC Rating	Number of Care Homes
Outstanding	4 (8%)
Good	46 (86%)
Requires Improvement	0
Inadequate	0
Not Yet Inspected	3 (6%)
Locations without a Registered Manager	7 (13%)

Care Homes: Learning Disabilities

Type	No of Homes	Beds Available	Beds Occupied	% Occupancy
All Types	34	210	188	90%
Permanent	31	188	171	90%
Assessment service	1	6	6	100%
Short break services	2	16	11	72%

CQC Ratings

CQC Rating	Number of Care Homes
Outstanding	2 (5.88%)
Good	32 (94.12%)
Requires Improvement	0
Inadequate	0
Not Yet Inspected	0
Locations without a Registered Manager	5 (15%)

Home Care

There are 45 community based adult social care locations registered with CQC in Sunderland.

CQC Ratings

CQC Rating	Number of Locations
Outstanding	1 (4.3%)
Good	16 (69.6%)
Requires Improvement	1 (4.3%)
Inadequate	0
Not Yet Inspected	5 (21.7%)
Locations without a Registered Manager	3 (13%)

There has been a significant increase in the demand for overnight pop support, with so far figures for 2023-24 increasing by 69% compared to the whole of 2022-23.

Extra Care

There are 12 extra care locations in Sunderland delivered by 5 providers.

Number of Extra Care schemes	12
Number of Care and Support Providers	5
Number of Housing Providers	5
Number of schemes where the Housing Provider is the Care Provider	3 (60%)
Number of apartments available/capacity	848
Number of apartments rented	700 (83%)
Number of apartments leasehold	148 (17%)
Number of schemes that offer a mixture of rental and leasehold apartments.	7 (58%)
Number of schemes that have no leasehold apartments	5 (42%)
Average Occupancy – rented apartments	690 (99%)
Average Occupancy – leasehold apartments	136 (92%)

CQC Ratings

CQC Rating	Number of Locations
Outstanding	1 (8%)
Good	11 (92%)
Requires Improvement	0
Inadequate	0
Not Yet Inspected	0
Locations without a Registered Manager	0

Supported Living

There are 8 providers registered with CQC locations in the Sunderland area, 7 of these are commissioned to provide 115 schemes, a total of 426 units.

Five providers whose CQC registered location is outside of Sunderland are commissioned to provide 15 schemes, a total of 72 units within the city.

CQC Ratings - Office Locations in Sunderland

CQC Rating	Number of Locations
Outstanding	0
Good	8 (100%)
Requires Improvement	0
Inadequate	0
Not Yet Inspected	0
Locations without a Registered Manager	0

CQC Ratings - Office Locations outside of Sunderland

CQC Rating	Number of Locations
Outstanding	0
Good	5 (100%)
Requires Improvement	0
Inadequate	0
Not Yet Inspected	0
Locations without a Registered Manager	0

Occupancy across all schemes and providers is 96.18%.

There are 181 Individuals who have assessed accommodation, care and support requirement currently on the Commissioning Intentions Database.

Day Services

211 people supported by 9 day care providers.

82 people supported by 15 day opportunity providers.

Of the above, 4 providers offer both day care and day opportunities.

Shared Lives

1 provider of Shared Lives, with 19 registered carers, supporting 16 Adults.

CQC Rating - Good (100%)

Demand Analysis

	April	May	June	July	Aug	Sept
Referrals Accepted	2	1	2	0	1	0
Customers Supported	15	15	15	15	16	16
Carers Registered	17	17	17	16	18	19

Preventative Services



Age UK

Age UK helps people to regain or maintain confidence and independence. It helps residents to find support networks if they feel anxious, lonely, or isolated or have difficulty leaving their home. A variety of prevention services are provided such as lunch clubs, exercise classes, befriending services, transport services, community support clubs, hospital discharge services and other social activities. The Council and ICB funds elements of these services to support the prevention offer in the city.

In the past year, Age UK has:

- Received 1,423 referrals for support.
- Provided 12,861 support interventions or contacts.

Carers Centre Sunderland

Sunderland Carers Centre Sunderland provides support for people who look after others. They offer independent information, advice, and guidance to carers in and around Sunderland. A range of support is available for carers at a variety of tiers tailored to meet the needs of the individual including social groups, Carers Assessments, hospital discharge support and a range of other activities.

In the past year Carers Centre Sunderland has:

- Received 1,030 new carer referrals.
- Made 19,565 carer contacts.
- Delivered 4,231 hours of direct support to Carers.

Equipment/aids in the home

In 2020–21, 10,292 residents were provided with equipment to help them feel safe and confident in their home and remain as independent as possible.

Types of equipment include:

- Aids to support daily living and enable people to complete tasks for themselves, e.g., bath lifts, handrails, perching stools, etc.
- Manual handling aids to support carers to undertake their caring role safely.
- Equipment to support residents with sensory impairments.
- Equipment to help people move safely into and around their home.
- Telecare alarms.
- Assistive Technology.

In the past year:

- 42,352 pieces of equipment have been delivered.
- 1,203 technology enabled care devices were installed.
- 131,029 alarm calls were received.

In addition, 782 people were supported to access a Disabled Facilities Grant to improve their access to essential facilities in their home.

*Adult Social Care Local Account 2022 - 23

Market Reform and Sustainability



Successful commissioning starts with truly understanding the needs of our population; understanding *the market environment and understanding the resources required to meet needs*, including the risks involved in implementing change and/or continuing in the same way.

In order to progress with our plans for reform and sustainability we will:

- Identify and understand the need and demand for social care and support services through analysis of data, feedback from Providers and engagement with users of the services and colleagues from Adult Social Care.
- Shape the social care market by working in collaboration with Providers to build capacity and develop innovative, responsive, and flexible services based on need and demand.
- Maintain oversight of the social care market to ensure people receive outstanding quality care and support services.
- Maintain oversight of the social care market to ensure that there is sufficiency of supply of services to meet people's care and support needs and outcomes in the most effective way.
- Commission services in the most effective way to meet need and demand to ensure they are fit for purpose and responsive in terms of growing and changing demand.
- Have commissioning arrangements that are flexible and inclusive of a wide range of Providers who can respond to the changing demand.
- Lead and champion the reform and sustainability of the social care market in Sunderland, including the workforce.

Market Pressures and Opportunities

We have identified a number of pressures and risks in the adult social care market.

- We have a large care home market, with occupancy levels over 90%. This is a consideration for us in terms of successfully managing increased business as usual demand and demand linked to winter pressures.
- The sustainability of the nursing care home market is impacted upon by the recruitment and retention issues of nurses and social care staff.
- Pressure on the number of care home beds available to admission due to the number of placements being made from outside of the Sunderland area. These are typically made because of bed pressures faced by the placing authorities.
- A high proportion of care homes and beds are provided by national care Providers which may have some services in different areas of the country that aren't sustainable. This could increase the risk of potential provider failure in Sunderland and the consequence of one or more providers exiting the market would be significant and could impact on the stability of the Sunderland market due to a reduction in bed capacity.
- Continued demand for domiciliary care services that is often higher than the staff capacity available.
- Providers exiting the domiciliary care market. This would add additional pressure to a workforce and market that is already working to capacity. It may also have an impact on other services such as the 65+ care homes who could be utilised to provide emergency temporary support until a care package can be sourced.
- Balancing the Care Act directive of promoting service user choice whilst meeting eligible needs, with a domiciliary care market that is already experiencing challenges and remaining compliant with the Council's governance and procurement arrangements.
- A further increase in demand across all adult social care markets as a result of the ongoing pressures faced by the NHS.
- Whilst social care markets in Sunderland, in terms of provider numbers are sufficient, capacity linked to staff recruitment and retention remains a pressure.

Reform and Opportunities

We have a long-standing history of positive and productive working relationships with our Providers, one which we intend to build on. We will continue to work collaboratively with our Providers to achieve our collective vision for a high quality, vibrant and sustainable care market. We want to ensure that people are supported by the right service at the right time to best meet their needs and outcomes, aiming to balance demand across the whole social care market.

Over the next three years we will:

- Review the contract for Personal Care and Nursing Care within a Care Home (overarching care home contract) to ensure it remains fit for purpose and reflective of the changing needs of the people who require this type of care and support. This will be done in collaboration with Providers.

- Consider different models of care that could be delivered in different care homes that could more effectively support people with complex needs that typically require additional 1:1 support.
- Continue to consider how assistive technology can be utilised more effectively to support people within a care home setting
- Consider new models of domiciliary care as part of a new Keeping Well service offer that is broader than home care but will positively influence our challenges with supply and demand and have an impact on our current waiting list. Mapping out different pathways of support (e.g., End of Life pathway, companionship pathway) and commission Providers to deliver against the different pathways; we welcome discussing all these options as part of our ongoing discussions with Providers.
- Consider how we can reduce or delay the demand for care home beds by reviewing and developing a model of domiciliary care and other community based provision that effectively prevents/delays the need for permanent care either as a single provision or as a suite of services that wrap around the individual enabling them to remain living in the community for longer. This will ensure that people are supported by the right service(s) at the right time to best meet their needs and outcomes, whilst aiming to balance demand across the whole social care market.
- Raise the profile of extra care as a safe and appropriate option for people to consider who have long term and complex needs and who may think that a move to a care home is the only avenue available to them. This will include a review of current extra care provision to establish innovative options of support to alleviate some of the pressures on care home demand and may make a positive impact on the demand pressures in the domiciliary care market.
- Continue to work with our Integrated Care Board (ICB) colleagues in respect of a robust and fit for purpose community health offer that can enhance the service delivered by the care homes and reduce the potential of the Provider supporting people with complex needs without the appropriate support and guidance.
- Embed an outcome focused, reablement ethos into future commissioning arrangements of home care and develop an approach that Providers will embrace and adopt.
- Enhance and expand our offer of assistive technology to promote independence and reduce the reliance on formal support. Assistive technology may be accessed as a stand alone service offer or as part of a blended community care offer.
- Review our current model of brokerage to ensure Providers can continue to easily access accurate information about new packages of care and make informed decisions on their ability to pick them up and deliver them successfully.
- Work with our procurement colleagues to understand the changes in the procurement regulations and how we can develop contracting arrangements that are flexible enough to meet the needs of individuals and ensure there continues to be a responsive, flexible, and sustainable social care market.
- Review the current model for commissioning overnight responsive visits to ensure it is both fit for purpose and responsive to changes in demand.

- Collaborate with Providers to develop a range of Trusted Assessor approaches that will be supportive to both Adult Social Care and Provider colleagues and will be inclusive of the voice of the person.
- Refresh the current Shared Lives offer so that it is considered as a viable option to support people moving through transitions.
- Review the current Day Services provision and establish the future models of care in the context of the demand analysis and the availability of the wider community support offer.
- Continue to successfully identify and implement new and/or existing solutions that meet people's accommodation, care and support needs.

Working With Us

For any queries on commissioning or contracts related to Adult Social Care, please email your question to the address below:

Strategiccommissioningteam@sunderland.gov.uk

[Adult social care - Sunderland City Council](#) - For Market Sustainability Plan, Adult Social Care Local Account, Adult Social Care Strategy and Carers Strategy

More information can be found on the Sunderland City Council website:

<https://www.sunderland.gov.uk>

[Contracts register - Sunderland City Council](#)