



Knowsley Adult Social Care

Market Position Statement
2022-2026

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Foreword



I am pleased to present the updated version of the Market Position Statement. We first published one in 2016, and received a lot of positive feedback about this document. We updated the Statement in 2020, and now we are sharing a refreshed version of this document. Our Market Position Statement continues to show the Council's commitment to supporting people with Adult Social Care needs in the Borough.

We are committed to the Knowsley Better Together principle that more can be achieved if organisations, groups, and individuals work together. When the Market Position Statement was updated in 2020, a wide range of stakeholders were involved in shaping the document. This time, we have conducted a light-touch review, but we have still engaged with many of those stakeholders again. We are grateful to them for their time and expertise, which has helped to shape this refreshed document.

The Market Position Statement sets out the resources required in the Borough to support people with Adult Social Care needs, and how we plan to use these resources. The document also outlines some of the changes nationally, sometimes due to the pandemic, which the sector is responding to. The Market Position Statement complements the Market Sustainability Plan, which the Council is required to submit to the Government in March 2023. The Market Sustainability Plan includes a Fair Cost of Care exercise, which is an exercise to improve the Council's understanding of what it costs to provide residential and nursing care for older people, as well as the cost of providing support in people's homes.

The statement is also part of delivering our Adult Social Care Recovery and Transformation Plan. One of the is to shape the Adult Social Care provider market, including by publishing an updates Market Sustainability Plan to ensure it reflects

the market following the start of the COVID-19 pandemic. We continue to encourage stakeholders to keep engaging with us on the Market Position Statement to let us know how it can be continuously developed. It will also be important for us to update the document when the latest Census data becomes available, and we can update our forecasts.

One of the things we have heard while engaging on the contents of this refreshed document is how important it is that we recognise the unpaid carers and volunteers in our Borough. Knowsley is in the five areas in England with the highest rates of people who provide unpaid care. It is also the part of England with the highest rate of residents providing 50 or more hours per week of unpaid care. I would like to take this opportunity to thank those people providing unpaid care, and also to those volunteering in the Borough. Both of these groups make a significant contribution to the delivery of much needed care and support to adults in Knowsley, and it makes a big difference to their lives.

Finally, I would like to acknowledge the incredible dedication and commitment of those who work to support adults with social care needs in Knowsley.

Councillor Del Arnall
Cabinet Member for Adult Social Care

Introduction

Background

The transformation and sustainability of Adult Social Care is a priority for Knowsley Council. Like many areas of the country, Knowsley has an ageing population with increasing numbers of people with complex care needs, which will increase the demand for and cost of Adult Social Care services. As a result of austerity, Knowsley Council had to make cuts in its budget of over £100m since 2010. The COVID-19 pandemic has had a significant impact on health and care needs and has also had a profound effect on those who deliver and provide care services and support. Since the outbreak of the pandemic, the government has introduced a number of changes to national legislation and guidance relating to care services, and the model of Adult Social Care Services and support has needed to adapt and evolve in order to continue meeting local needs and deliver a modern and progressive care model, all whilst funding for the sector has reduced significantly and remains uncertain.

Social Care Reform

A raft of social care reform is underway nationally, and the Council has embarked on a significant programme of work to make sure the changes are fully understood and implemented.

- **Fair Cost of Care**

To support the Government's 10-year vision for the sector, as set out in the People at the Heart of Care White Paper, Councils were required to carry out a "Fair Cost of Care" exercise. This is a process whereby councils work with social care providers in their local area to come to a shared understanding of the local costs of providing care.

The Fair Cost of Care exercise is mandated for the cost of providing care to people over 65 in care homes and those older than 18 using domiciliary care. Knowsley council has also undertaken an exercise to understand provider costs in a wider range of service areas.

The Fair Cost of Care exercise concluded in October 2022, and forms part of a wider provisional Market Sustainability Plan, including publication of the Annex B documents from the exercise on 1 February 2023. The Council is also conducting its annual cost of care exercise with a wider group of service types, which has now concluded, and the Council published its final Market Sustainability Plan on 27 March 2023.

- **Charging Reform**

The Health and Social Care Act makes changes to the way people contribute to the cost of their care.

Capital limits which determine when and how much people have to contribute to the cost of their care have changed. There will be a new duty for Councils to commission services for people who fund their own care.

In the Autumn Statement 2022, the Government announced that the reforms would be delayed until October 2025.

- **Regulatory Reform**

The Care Quality Commission will start to review and assess local authorities' performance in delivering their duties in respect of adult social care.

- **Digital and technology reform**

Additional funding is being delivered to increase the use of technology and digitisation across adult social care. Examples would be the increased take-up of digital care records, and further development of remote monitoring and Technology Enabled Care (TEC).

- **Workforce**

The Government announced some additional funding to invest in training and qualifications for staff in the sector and to support improved recruitment and retention. There is some uncertainty about how this will be delivered, so the Council will continue to monitor this.

- **Housing**

Additional funding is being delivered to integrate housing into the local health and care strategies, and the Government have proposed new services to complete minor housing repairs. The Council will also monitor any changes to the Disabled Facilities Grant, as demand for this currently exceeds funding levels locally.

- **Liberty Protection Safeguards**

Liberty Protection Safeguards (LPS) has replaced Deprivation of Liberty Safeguards (DoLS) following the Mental Capacity (amendment) Act 2019.

Whereas DoLS applied to people aged 18 and over and in care homes or in hospital, LPS applies to people aged 16 and over in a range of other social care settings.

- **Draft Mental Health Bill**

Reforms to Mental Health legislation are at pre-legislative stage. They will aim to reduce the number of detentions, address racial disparities

in the use of compulsory powers, and end detentions solely on the grounds of an individual being autistic or having a learning disability.

The Health and Care Act 2022 is a significant piece of new legislation, putting the reforms into law. This was preceded by the White Papers on Health and Social Care Integration and Adult Social Care Reform. The Act is the largest change to legislation in the sector for a decade and will be used to implement the measures set out in the Government's Build Back Better plan for health and social care, as well as White Papers on Health and Social Care Integration and Adult Social Care Reform. Some of the reforms are outlined above.

In particular, the White Paper on adult social care places emphasis on how technology can advance sector transformation and the allocation of funding to support the delivery of innovative new models of care. To support this, the government said they would publish a social care technology blueprint and advice on 'what good looks like' for social care technology to help everyone understand what we should be aiming for, plus a new scheme to test ideas and scale up those where there is proven benefit. This presents an opportunity for innovators to develop the next generation of care technologies.

Alongside this, the white paper makes it clear that social care records will need to become fully digitalised, so that those providing care have at their fingertips all the information they need. There are also plans to establish a social care data framework, to improve the quality and availability of information about the provision of care nationally, regionally, and locally.

Coronavirus

Knowsley has been one of the worst hit local authorities for COVID-19 and has had the highest rates of COVID-19 for the whole pandemic nationally (up to April 2022, when mass testing ended). Despite the high levels of COVID-19 in the population, the mortality rate was not among the highest nationally. The majority of people in Knowsley who died due to COVID-19 were older people, especially those in their 70's.

It is still essential that robust outbreak management mechanisms remain in place to mitigate against the effects of the pandemic. The Council has also developed the Knowsley Council Plan (previously known as the Corporate Plan) for 2022-2025 which includes the ongoing management of COVID-19 as a key theme, as well as responding to the impacts of COVID-19. In particular, there is a focus on managing COVID-19 in vulnerable settings, such as nursing homes. The response will continue to evolve in line with national policy changes.

Recovery and Transformation Plan

The Recovery and Transformation Plan for adult social care was published in 2020. It sets out not only how care services in Knowsley will recover from the pandemic, but how we are going to transform care services in Knowsley so that they are set up in a way better than before to meet people's care needs now and in the future. The central vision of the plan is to support people to live independently, with a continued focus on early intervention and prevention. We need care providers to support people to maintain and regain independence

through personalised approaches to enabling care. The Council will only commission services that support the delivery of these outcomes. For people with complex needs or deteriorating health conditions, our aim will be to maintain their independence for as long as possible and when they are no longer able to live independently, we will ensure that there is good quality care available to meet their needs. COVID-19 has highlighted opportunities for more use of personalised services, investment in earlier help, and for a greater use of Technology Enabled Care.

This approach offers a large market opportunity for providers of quality care services as more than £93m invested in care and support services last year (2021/22), including health investment to fund local community services, and from residents themselves who continue to fund or part fund a proportion of care and support provision.

Recruitment

We know that there are significant workforce challenges in the social care sector. Skills for Care report that on any given day in 2021/22, there were 165,000 vacancies in England's adult social care sector. This is a vacancy rate of 10.7% in the sector nationally compared to a vacancy rate of 4.3% in the wider UK economy. There is a similar picture in the North West, with a vacancy rate of 8.8%, which equates to around 17,000 vacancies. In both the North West and in England overall, the rate of new starters has fallen while turnover has stayed the same, which shows that the same proportion are leaving their roles and fewer people replacing them.

The sector in Knowsley experiences the same challenges as are seen nationally, with providers

in all sectors of care provision struggling to recruit and retain the staff required for the delivery of sustainable and high-quality care.

Health and Social Care Integration

The Government's White Paper – Health and social care integration: joining up care for people, places, and populations – was published in February 2022. The White Paper sets out plans for to health and social care to work closer together, and to develop shared outcomes for the places in which they operate.

This has led to the establishment of a Cheshire and Merseyside Integrated Care Board, which oversees place-based partnerships in each of the nine borough areas, including Knowsley.

Health and Social Care Integration means that health, social care, and other local partners come together to deliver more joined-up approaches to improving health and social care outcomes.

The Cheshire and Merseyside Health and Care Partnership has four strategic objectives:

- Improve population health and healthcare
- Tackling health inequality, improving outcomes and access to services
- Enhancing quality, productivity, and value for money
- Helping the NHS to support broader social and economic development

The Council will continue to work with health colleagues and ensure that commissioned services are aligned with the jointly held objectives of the Council and Cheshire and Merseyside NHS.

Personal Budgets

Some people who are eligible to receive funding from the Council may be eligible for a personal budget and a direct payment. This approach increases people's choice and the control they have over the care and support services employed to meet their needs and achieve their desired outcomes.

A personal budget is an allocation of money to the person who need support to help them meet their assessed social care and/or health needs. A personal health budget is an allocation of money to support someone with their identified healthcare and wellbeing needs. In Knowsley, personal budgets from social care and personal health budgets from the NHS can be joined together so that they are less complicated and easier to manage.



What is a Market Position Statement?

A Market Position Statement (MPS) is a published document intended to support current and future providers of adult social care services to develop their businesses in line with the needs of local communities and the vision for social care services. This is a refresh of the second publication of the Market Position Statement in Knowsley, updated to more appropriately fit the post-COVID-19 social care landscape. The updates also include detailed projections of expected demand for services over a five-year period, supported by a 10-year view of the Council's commissioning intentions. It identifies the priorities and gaps within the market where the development of a more diverse range of services can be considered and gives a platform upon which providers and the Local Authority can engage in dialogue about the types of service that will be commissioned by the Council and the expected standards of all service provision.

Who is it aimed at?

The MPS is aimed at both existing and potential providers of adult social care services as well as the community and voluntary sector. It will also be of value to those who are interested in how the Council and providers more generally commission services including carers / families and people that use services.

How it has been developed?

This Market Position Statement has been developed in line with the principles of Knowsley Better Together, with the views and experiences of residents and stakeholders central to its development and content.

The production of Knowsley's Market Position Statement sets out our continued commitment to working more closely with all the organisations that support people with adult social care needs in Knowsley and is a product of that continued consultation. It sets out to summarise important intelligence explaining how we intend to commission and encourage the development of quality services that create a much more sustainable and modern model of delivery. We believe that taking this approach supports a forward thinking, innovative adult social care market where we will achieve better outcomes for our residents.

A Merseyside Market Position Statement is now available, which details the current market for adult care services across Knowsley, Liverpool, Sefton, St Helens, and Wirral, as well as identifying future demand in the context of changing expectations and different models of service delivery. It aligns with the content of Knowsley's Market Position Statement, however, as a web-based resource, it provides live updates to data. You can access the Merseyside Market Position Statement via the link below: [Merseyside Market Position Statement](#)

In keeping with Knowsley Better Together, Knowsley Council worked alongside a number of stakeholders to co-produce the Market Position Statement which was published in 2020 and ensured it was reflective of local need. This has primarily been achieved through several engagement methods that took place with:

- Knowsley's Carer's Partnership Board
- Knowsley's Engagement Forum
- Knowsley's Learning Disability Partnership Board
- Knowsley Disability Concern
- Your Voice Your Choice
- Healthwatch Knowsley
- Knowsley's Clinical Commissioning Group
- Elected Members
- Local Government Association

We would like to thank those stakeholders for their valuable contribution.

MPS Refresh 2022/23

The refresh of the MPS was conducted from Autumn 2022 with the input of professionals from across the Council and stakeholder organisations across Knowsley.

Building on the existing document, the document has been refreshed in 2022/23. As the document was not due to expire, a light touch approach was taken, with no fundamental changes to the document, but demand projections have been updated and some details have been brought up to date. One new section has been added to the document regarding the Council's Home First approach and the services that are designed to prevent hospital admission and facilitate efficient hospital discharge.

The Council has engaged with some of the same partners who helped us in 2020. We spoke to the Knowsley Engagement Forum as well as our colleagues at NHS Cheshire and Merseyside, and we thank them for their valuable help in updating this document.



Part One

Transforming Adult Social Care

The transformation and sustainability of Adult Social Care is a priority for Knowsley Council.

Key to achieving this will be a continued focus on early intervention and prevention. The approach will be underpinned by the commissioning of services that embody this ethos. This will be essential in supporting people to maintain and regain their independence whilst ensuring they receive the right support at the right time. When more acute care services are needed these will be high quality and provide value for money.

Whilst the coronavirus pandemic has been challenging for our health and care services, it has also presented new opportunities to transform care in Knowsley, including maintaining and enhancing people's independence so that they are healthier, stronger, more resilient, and less reliant on formal social care services.

People will have more choice and control over the services they receive, giving them better access to services that better meet their needs. This will help to support people's independence and ultimately improve their quality of life.

The resources we have will be focused on commissioning services that we know from evidence achieve the best possible outcomes.

1.1 Commissioning in Knowsley

“Commissioning is an intelligent process to deliver needed outcomes for our local communities. The process will consider achievement of priorities, co-production, social value, intelligence, resources, collaboration, markets, review, and learning.”

(Knowsley Commissioning Framework)



1.2 Principles for transforming the market for care and support

Commissioning for outcomes

Services will be commissioned to achieve agreed outcomes – moving away from focussing on outputs. There will be less reliance on the commissioning of transactional activities and a greater emphasis on commissioning for outcomes. This will be reflected in the service specifications designed by the Council when commissioning services and will encourage commissioned services to consider the difference that they will make to people's lives. Prevention and early intervention is now the underpinning principle of care and support. At every stage of a person's journey through social care, consideration is given to how independence can be maintained or retained, and health and wellbeing optimised. People will receive the right support in the right place at the right time. We have already transitioned to an asset-based assessment and support planning model which identifies the assets that people already have and identifies how these can be connected and used to achieve their aspirations and meet their needs. Services meeting eligible needs will also be expected to adopt models of care that maintain and retain people's independence, and this will be facilitated through new contractual and payment arrangements that ensure services are meeting these expectations.

Ways we will do this:

- Utilise all the support available in local communities to support people with care needs – an asset-based approach
- Develop and enhance partnership working with the local community and voluntary sector

- Develop outcome-based commissioning models and explore opportunities for payment by results (PbR)
- Develop housing support options which maximise independent living such as Extra Care and modern Supported Accommodation
- Commission services that support people to maintain and regain independence
- Encourage uptake of training for front line staff in brief interventions, health promotion messages and community signposting to universal service provision



Promoting Co-production

As the amount of money the Council has to spend on adult social care cannot meet all pressures and demands, it is more important than ever that the services we do commission are effective in meeting needs, are evidence based, and that we get it right. That means working with the people who use services and the providers of those services to ensure that support is designed to meet people's needs and are sustainable.

Ways we will do this

- Plan and design new service models in partnership with local residents through established links with local communities
- Design new service models and specifications with providers through market engagement activity
- Evaluate the success of new models of delivery by actively seeking the views of the people who use them and their families

Shaping the Market

Helping to shape and support a strong and stable local care market in Knowsley is a priority identified in the Recovery and Transformation Plan. We want to actively encourage new providers to enter the market, particularly small, local providers who know the area and can deliver truly personalised outcomes for people. By working with providers and residents we aim to enable innovation and creativity. We will support this by designing new models of care which reflect the "Knowsley Better Together" way of working. We also understand that there are significant challenges in relation to recruitment for social care jobs. We will work with regional partners to develop a strategy for encouraging more people to work in the sector.

Ways we will do this

- Increase the uptake of Personal Budgets and Direct Payments so clients can choose the services they want to meet their needs
- Encourage the use of Individual Service Funds (ISFs) to support flexible support options and accountability for delivering outcomes
- Work closely with micro enterprises and providers who offer more personalised approaches to care and support
- Support the development of social enterprises and community interest companies
- Support providers to work in collaboration to further meet the needs of communities and individuals
- Working with regional partners to develop a social care workforce strategy





Maximising Social Value

The Council is committed to try and get as much benefit for local communities as possible when commissioning services. Visit our [Social Value](#) pages for more information on what this means for Knowsley, what the [Council is doing](#) to incorporate this into procurement activity, and [what you can do](#) as a bidder / supplier to support the Councils Social Value ambitions.

Working Intelligently

Understanding the current and future needs of our communities is essential to ensure the Council commissions services to meet needs. To achieve this the Council is working with key partners and stakeholders to take a more collaborative and co-ordinated approach to commissioning health and care services. The development of a 'place-based' plan – Partnership for Health, Care and Wellbeing in Knowsley – will support a greater collaboration from key partners across the Borough when developing and commissioning health and care services. The aim is to improve efficiency, avoid duplication, develop services that better support people to maintain their independence to avoid hospital admission or admission to long term nursing or residential care.

Ways we will do this

- Commission more services through pooled health and social care funding arrangements
- Increased joint planning between health and social care about what services are needed
- Commission more services that meet both health and social care needs
- Collaborate with key partners to take a collective approach to service development and commissioning
- Integrate services across education, health, and social care to support the SEND (Special Educational Needs and Disability) agenda

Evaluation and Learning

We will regularly assess the effectiveness and quality of services. Developing positive relationships with existing and potential future providers is important to ensure that the market is delivering the quality and standards of care that is expected by the Council and those who use services. This will also ensure that the market develops to meet changing expectations of care and support services. The Council has a key role in ensuring the effectiveness of these services is closely monitored both in terms of quality and their financial sustainability. As a commissioner, we will need to act early should those standards not be maintained. Moving forward there will be an ever increasing need to demonstrate that services are value for money and can deliver the outcomes that are expected.

Ways we will do this

- Use an assessment framework to monitor the quality of high-risk services
- Work closely with the Care Quality Commission (CQC) to identify and address poor practice
- Invoke sanctions for providers of poor-quality services but also provide support for providers to improve quality
- Our expectations around quality and safeguarding will be embedded in all service specifications and contracts
- Engage with providers about quality through the contract review process, quality assessments and provider forums

Governance, Resources, Transparency, Regulation and Consistency

All commissioning in Knowsley will operate under the ethical principles of transparency, fairness, and equality. This avoids any preferential or partial treatment of bidders for example, to ensure a professional and impartial approach at all times to reduce corruption and fraudulent activity.

Our commissioning will be consistent and to a standard that will support improved outcomes for our communities.



Part Two

Future projections for adult social care services and support in Knowsley

2.1 Population Projections

Population projections and the trend for service demand has been analysed to develop a baseline for the demand for social care services. The projections have been adjusted to reflect the transformation agenda for social care and support to arrive at a comprehensive set of demand projections for services between 2022-2026.

It is important to note that much of the data we have used in this document is based on 2011 Census and therefore when comparable 2021 Census data becomes available, projections may change significantly. This means that it will be important to update the document again when there is more up-to-date information from the 2021 Census.

Residents aged between 18 and 64

Population forecasts indicate that there will be a small reduction in the number of people aged 18-64 with support needs in Knowsley between 2022-2032. However, it is anticipated that there will be a proportion of people with learning disabilities that will live longer lives, in part due to the success of medical interventions. Support for this group is a key area of transformational activity, with a focus on increasing independent living options such as Extra Care and Supported Living services, which focus on meeting the needs and desired outcomes of individuals.

Small reduction in the number of people aged 18-64 with support needs in Knowsley



Nonetheless, there will still be a number of residents with Learning Disabilities who have very complex needs

Residents aged 65 and over

There will be a significant increase in the number of people aged 65 and over living in Knowsley. There are around 26,419 older people across the Borough in 2022 and this is expected to increase to 32,980 in 2032 (which is an increase of 6561, or a 24.8% increase). The overall growth within the 65+ age group is projected to be steady, reaching a peak in 2026/27 after which the growth continues but at a slower rate.

In contrast to the 18-64 population, the prevalence of mental health problems, learning disabilities and physical disabilities amongst older people in Knowsley is expected to increase between 2018 and 2028.

This increase in the older population and the prevalence of mental health problems, learning disabilities and physical disabilities amongst older people will have a significant impact on demand for services, with projections suggesting an additional 125 clients requiring support by 2026 and an additional 235 people by 2030.

Prior to 2014, dementia prevalence was higher in Knowsley than in England, but has generally been below the national rate since then. This is probably due to a reduction in the overall population of older people. Between 2019 and 2021 there was a major decline in dementia prevalence in Knowsley and in England, which is likely to be due to the increase in elderly deaths during the COVID-19 pandemic, and reduced diagnosis rates due to strain on the NHS. This decline appears to plateau in 2021/22.

15%
Increase in the number of people with dementia by 2030.

24%
Increase in the number of older people predicted to have depression by 2030.

2.2 Projections for social care services and support

Overview of projections for Key Service Areas

Table 1: Projected demand for social care

Demand Area	2022	2023	2024	2025	2026	Projected Direction
Shared Lives	36	43	55	67	67	↑
Day Care	150	150	147	139	134	↓
Direct Payments – Agency	62	62	63	63	64	↑
Direct Payments – Other	171	171	172	173	174	↑
Direct Payments – Personal Assistant	535	534	540	539	542	↑
Direct Payments – Day Care	219	219	220	216	213	↓
Extra Care	199	214	299	302	305	↑
Home Care	806	801	791	801	811	↑
Dementia Nursing	81	83	85	86	88	↑
Nursing Standard	151	153	156	157	159	↑
Dementia Residential	203	208	212	216	222	↑
Residential Standard	300	285	252	252	257	↓
Supported Accommodation	338	340	350	346	348	↑
Total Services	3,251	3,263	3,342	3,357	3,384	↑

Commissioning Services – Prevention and Early Intervention

This section will outline the market opportunities in specific service areas, detailing the current commissioning arrangements, likely investment and future service models.

Finding Information about Services

The Council will continue to use its website and the Live Well directory to provide residents with information about the services that are not currently provided by the Council but may assist those who want to arrange their own support to remain living independently.

The Live Well Directory is a one-stop-shop for information about the services that are available to help people look after their health and stay well.

The directory has been developed by the City Region local authorities in partnership with Knowsley Clinical Commissioning Group, Healthwatch Knowsley and colleagues in the private, voluntary, and independent sector.

Visit the Live Well website at:
www.thelivewelldirectory.com

To advertise your business on the directory please complete the online form via the website:
www.thelivewelldirectory.com/home/suggestservice



Advocacy

Knowsley has long recognised the value of advocacy services, acknowledging that in order to provide effective services to vulnerable groups, it is important to understand their views, preferences, and choices. A legal duty is placed on Councils to offer this service, ensuring that those unable to make their views known have the support of an advocate who can speak on their behalf. Advocacy is viewed as an enabler for Service Users travelling along the health and social care pathway towards greater independence and being in control. It is considered vital in supporting choice.

The Current Market

A single provider is commissioned to deliver all statutory and non-statutory advocacy across Knowsley.

The existing service facilitates Care Act 2014 guidance to allow a continuity of advocate (where someone may qualify for different advocates under different legislation).

The Chart below illustrates the utilisation of advocacy services across Knowsley.

Table 2: Referrals to Advocacy Services

New Referrals	Q3 Oct – Dec 2021	Q4 Jan – Mar 2022	Q1 Apr – Jun 2022	Q2 Jul – Sep 2022	Total
Independent Mental Health Advocacy	58	81	91	107	337
Independent Mental Capacity Advocacy	12	12	13	11	48
DoLS (Deprivation of Liberty Safeguards) / Paid RPR	21	16	21	18	76
NHS Complaints Advocacy	4	13	12	12	41
Care Act Advocacy	58	60	46	51	215
Non-statutory – Self – volunteer advocacy	9	7	4	2	22
Non-statutory – crisis/issue-based advocacy	8	6	4	5	23
Non-statutory – parental advocacy	1	4	2	3	10
Children’s advocacy (referred to NYAS)	0	0	0	0	0
Not advocacy (signposted to alternative service)	13	10	7	12	42
	184	209	200	221	814

“Advocacy and access to advocacy services should form part of the diagnosis package to support both individual and family.”
(Knowsley resident)

The number of IMHA (Independent Mental Health Advocates) referrals has increased throughout the latter part of 2021 and 2022. Patients were not being discharged as quickly at times when COVID-19 was having most impact, and this made it harder to source suitable accommodation. As COVID-related issues have subsided and services have made operational changes, the number of people accessing IMHA has increased. There has also been an increase in the number of informal patients.

Future Projections

It is expected the demand for advocacy support will increase proportionally with population growth. There is also anticipated to be an increase in demand for Independent Mental Health Advocacy as a result of increased availability of provision in the borough for people with Mental Health supported in hospital settings.

It is likely we will see an increased demand for Independent Mental Health Advocates (IMHA) due to changes seen within the Draft Mental Health Bill, as the offer of an IMHA will be extended to those patients that are staying in hospital voluntarily or informally as opposed to just those detained on formal orders.

Mental Capacity Act Deprivation of Liberty Safeguards (MCA DoLS) will be transferring to Liberty Protection Safeguards (LPS) in 2023-2024. LPS now apply to not only care homes and hospitals but also Supported Accommodation, Shared Lives accommodation and people's own homes. 16- and 17-year-olds will also come under the LPS framework which will mean Children Services will be required to ensure they understand this process.

Where there is not an appropriate person identified, an IMCA will be assigned to ensure the person's wishes and feelings are considered and if needed

authorisation of the LPS challenged, an IMCA will also be required to support an appropriate person should they require support to understand safeguards and to appropriately challenge. It is anticipated that the move to LPS will increase the demand for Independent Mental Capacity Advocates, particularly due to the increase in eligible settings and expansion of age range.

Future Service Model

The model for advocacy services will need to be developed to respond to the draft Mental Health Bill and the change from DoLS to LPS.

Demand for parental advocacy currently exceeds supply, having increased significantly during the pandemic. We will consider developing this model in the future.

Under the new commissioned service, advocates in Knowsley will continue to be provided with the appropriate training, supporting them to provide high quality advocacy and apply the principles and standards of good advocacy. This will ensure that they take a person-centred approach, supporting people's individual needs, and provide flexible support to address the expected fluctuations in demand.

Anticipated Investment

The Council currently spends £0.252m on advocacy support. This level of investment is likely to continue until 2023 when the Council will retender the contract for advocacy services.

Market Opportunities

The contract for advocacy will be retendered and awarded in July 2023 via the Council e-tendering system "The Chest".

Social Prescribing

The Current Market

The Council wants to ensure that a person's care and support needs are met in the right place, at the right time, and in the right way. For some, this will mean support from statutory health and care services, but for many, it will be possible to meet their needs in alternative and more appropriate ways.

Social prescribing services enable health and social care professionals to refer people to a range of local community activities which are typically delivered by the voluntary sector. Through these services, patients or clients are assessed and signposted to activities like gardening, arts, group learning, cooking, befriending, and volunteering. This is based on the principle that health is determined by social, economic, and environmental factors, so people's needs should be addressed in an holistic way.

Knowsley Council has commissioned a service called Knowsley Networkers. This contract is jointly funded with NHS Cheshire and Merseyside (Knowsley Place).

There were 140 new referrals in the year to November 2022, and we would expect similar number in 2023/24.

Evidence from a Council review of the existing service, as well as an evaluation by Liverpool John Moore's University (LJMU) in 2019, has informed the design of a new service, which the Council commissioned in 2022 following engagement with partners and stakeholders. This new model, Knowsley Networkers, is designed to offer a more holistic approach to the health and wellbeing of residents. In a significant change from the previous

service, most referrals will now be made via the Healthy Knowsley Service (HKS) Single Point of Access (SPA). Residents who are assessed as appropriate to receive this type of support will be referred to the Knowsley Networkers service for support such as debt advice, befriending and support to access community groups.

The Council commissions around a third of the social prescribing provision in the Borough. As well as the Council-funded social prescribing services, there are other initiatives that have been launched in the borough aligned to this and the wider social prescription agenda. These includes:

- One Knowsley is commissioned by Kirkby PCN (Primary Care Network) and South and East Knowsley PCN to provide Social Prescribing Link Workers working in partnership with GPs to offer social prescribing to suitable patients.
- Kirkby PCN has commissioned Care Merseyside to deliver a social prescription offer for its patients. This scheme seeks to engage patients in group community activities provided by the practice such as yoga and mindfulness. The costs for the scheme are currently being met by the PCN.

Future Projections

There has and continues to be a steady rate of referrals into the Knowsley Networkers Service, and this trend looks set to continue.

Anticipated Investment

The Community Navigator contract has demonstrated value for money both in terms of cost avoided within the statutory sector and improved quality of life for those accessing the service, and this underlies the Council's decision to continue to support this through a new contract.

Knowsley Networkers Service

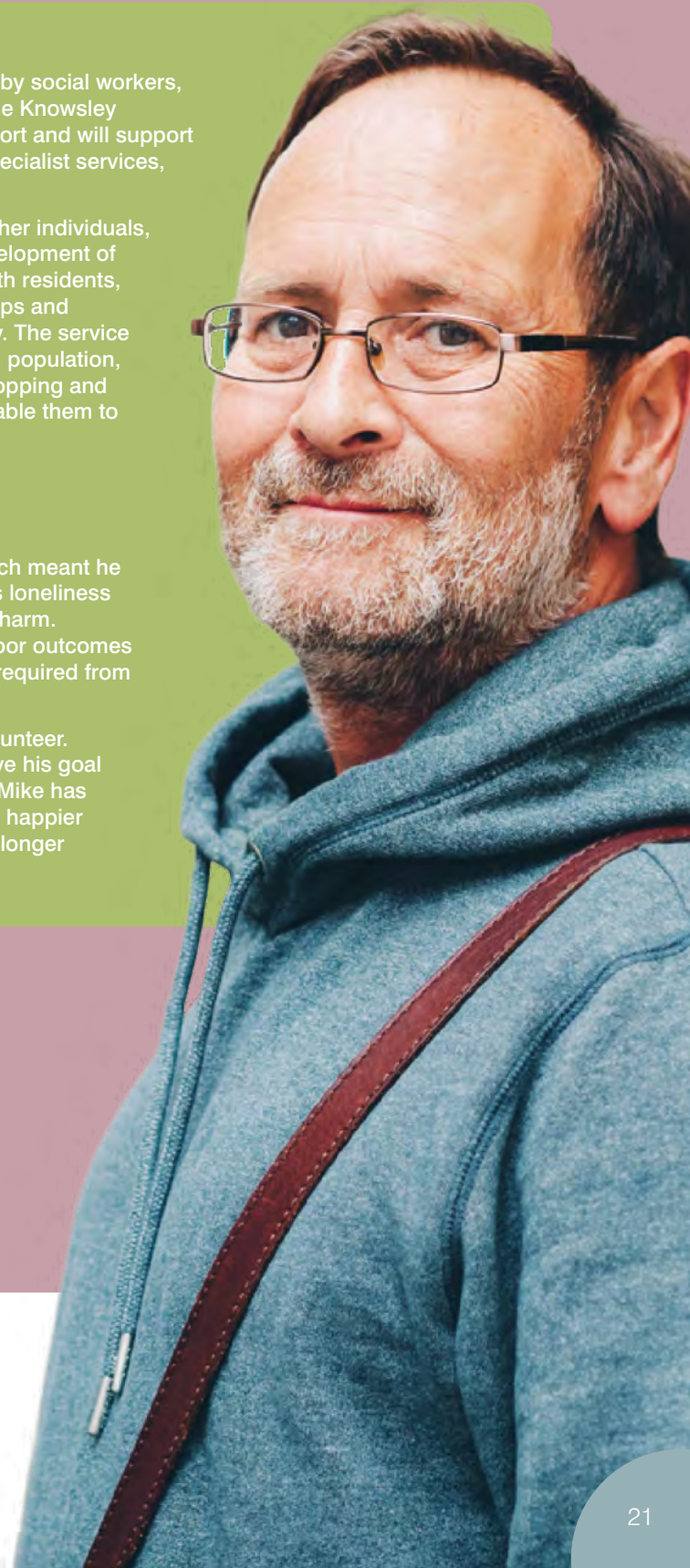
Referrals will be made to the Knowsley Networkers service by social workers, GPs, other professionals, and service users themselves. The Knowsley Networkers service will assess the person who needs support and will support them through their own services, or signpost them on to specialist services, such as The Life Rooms

The Knowsley Networkers service will connect people to other individuals, community-based support, and activities, assisting the development of lasting and meaningful relationships. As well as working with residents, the Knowsley Networkers will work in partnership with groups and service providers to improve the local offer within Knowsley. The service should recruit and train volunteers to connect with the local population, to help with immediate low level support needs such as shopping and signposting residents to access appropriate services to enable them to become more independent.

Local case study

Mike is 50-year-old man with several health conditions, which meant he was not able to work, contacted the service for support. His loneliness led to feelings of isolation and thoughts of suicide and self-harm. Evidence suggests that loneliness can lead to a range of poor outcomes for people, many of which may lead to interventions being required from health and social services.

The service was able to provide support through a local volunteer who worked with Mike to break down barriers and to achieve his goal of gaining employment. He is now working and due to this Mike has been able to move in with a relative. This has led to a much happier and fulfilled life as a result of social contact at work and no longer living alone.



Technology Enabled Care (TEC)

The Current Market

Technology Enabled Care helps people to live independently whilst reducing demand for more intensive and expensive forms of support. TEC has previously been referred to as Assistive Technology (AT).

COVID-19 and the associated national lockdown increased awareness and uptake of TEC in Knowsley. It provided service users the opportunity to try out the technologies that were available, and as such, it showed the service users and their families, as well as social care practitioners, that remote care technologies could be effective solutions. The increased acceptance of remote care technologies is expected to continue. The service also adapted as new processes for delivering and setting up technology remotely were adopted, and at a strategic level the pandemic help to highlight the need for more effective joint working between Local Authorities at a sub-regional and regional level, resulting in the establishment of the Liverpool City Region and North West TEC groups.

TEC is available to all people to meet a range of different care and support needs. Most current users of Technology Enabled Care are older people who may suffer from a physical impairment or conditions such as dementia which affect their ability to remain living independently at home. We aim to diversify the user group for TEC in the coming years to ensure a wider range of needs are being met.

The majority of current TEC services in the borough are provided by a single provider who is responsible for TEC assessments, installations of kit, monitoring and maintenance, and the operation of an alarm receiving centre.

There were 4,397 users of TEC services living in the community in November 2022, with a further 826 in sheltered accommodation and other supported living settings also supported by the same provider. Several social landlords in the borough also provide community alarm services to their residents, including those living in Extra Care housing schemes.

Future Projections

There has been a steady increase in the number of people using TEC over the last 3 years with a total increase of 546 service users between January 2019 and November 2022. It is hoped that this upward trend will be maintained over the next two years as a TEC first approach to prevention continues to focus on the promotion of technologies to support independence and avoid unnecessary hospital admissions.

Future Service Model

This current contractual arrangement for the provision of the TEC service will continue until December 2024 during which time a strategic review of the TEC offer will be carried out. This review will consider the implications of, and the opportunities presented by the switch to digital telecommunication in 2025, especially around health monitoring and intervention. The service will also need to respond to the growing demand for truly preventative technology that uses data analytics to prevent incidents from occurring, not simply providing a response when an incident occurs. This will involve identifying trends, predicting behaviours, and minimising deterioration.

Anticipated Investment

The Council will continue to support the provision of TEC services through revenue resources. We will continue to look for opportunities to work

with our partners in health, including by looking for external funding.

The Council will work in cost effective ways such as looking to help people make use of the technology, they already have access to.

Market Opportunities

The current contract will run until November 2024.

Technology is changing all the time and there are new equipment items on the market. The Council is open and flexible to respond to technological developments, working to identify innovative solutions which help meet people's needs.

A change that the Council is preparing for is the switchover from analogue to digital telephone lines by 2025. The switchover will impact users of Technology Enabled Care, including telecare, so it is important that the Council is digitally compliant by 2025.

We are also keen to work with sheltered and supported living providers to ensure they are 'future proofing' homes with this solution in mind, and ensuring they are adopting new models for properties.

We therefore require our commissioned services to offer a choice of flexible options that are cost effective to meeting people's needs and outcomes.

Local case study

Within Adult Social Care, TEC is regularly used to improve people's lives and in some cases with life-changing effect.

One local service user, Dora, suffers with spinal cord compression and has no mobility at all which permanently confines her to her bed now has greater control of her home environment and can stay in touch with her family through the provision of an Alexa virtual assistant.

The Alexa device was connected to Dora's telephone, television and radio so that she can now change her television channel, listen to music and phone her family through the use of voice commands. Previously, Dora relied on the visits of carers eight times a day to do these very basic tasks.

Through the Council's Adaptations Team, a Hive system has also been installed which enables her to control the heating and lights through voice commands. Dora commented:

"the Alexa means I can now listen to music when I want to, and I can connect to people and see their faces using Face Time. Previously, I had to wait for the carers to do this for me."

Dora's son said:

"it's great that I can have face to face contact with my mum which gives me great reassurance that she is alright."



Community support and employment

The Current Market

Community support and employment services largely support people with a Learning Disability or Mental Health condition to access meaningful activities, work, volunteering or learning opportunities. There have been an increasing number of these services and support options start up in Knowsley over the last few years and we see this as a continuing growth area particularly as the Council begins to transition away from traditional day service models.

Future Projections

We anticipate there to be significant growth in this area as the Council transitions away from supporting people in traditional day services. People who use services, our partners and the Council are all in agreement that for most people, the traditional model of services no longer fits with the aspirations of our residents who use these services. We know that people want to develop skills for independent living and have access to training which will support them to gain employment opportunities or support to access further education. Therefore, the Council will conduct a review of its provision for day services with an expected outcome that people will be supported in a different way that better meets their aspirations and personal outcomes.

There are currently 369 people in Knowsley who receive support from day services. We expect this to reduce to 347 by 2026 as the Council refocuses this model of care on supporting only the most complex. We also anticipate young people transitioning from children's to adult services in Knowsley will prefer to receive other forms of support that will promote their independence. Therefore, it is anticipated that there

“Without this service support to help me recognise I could make achievements gradually, by starting small tasks, I would not of be where I am today.”

(Knowsley resident)

“There is not enough choice of employment for people with disabilities in Knowsley.”

(Knowsley resident)

will be an increase in the number of people who will require some form of support from providers of community support and employment.

Future Service Model

There is a need to identify short and long-term employment opportunities for adults with a Learning Disability and Mental Health condition in Knowsley. Efforts will continue through local partnership arrangements to support employers in Knowsley to recruit adults with a Learning Disability or Mental Health condition in to permanent, temporary, or voluntary vacancies, and to ensure that employers have the necessary skills and training to provide their staff with the support they need to sustain employment.

We are particularly interested in working with:

- Local organisations who can provide alternative support to day care
- Local organisations who can support people to further develop independent living skills and / or support people to develop skills for employment
- Providers who develop a progression pathway which takes account of emerging best practice and can deliver outcomes

- Providers who can identify the barriers to progression and employment for people with a Learning Disability or Mental Health condition and to work to actively overcome these barriers with people and their families
- Providers who can support people's individualised aspirations, skills and abilities and deliver truly personalised support plans
- Community interest groups, voluntary organisations, and social enterprises

Your Voice Your Choice

Your Voice Your Choice is an alternative to traditional day services based in Halewood that was set up to make a difference for all adults with complex needs by providing choice and a voice on what is important to them. Their aim is to enhance the lives of individuals who have autism, disabilities or learning difficulties, providing experiences that promote independence and help people live life to the full.

They provide employment opportunities through creating mini enterprises and employment-based activities. An example of this has included paid gardening work with Associated British Ports Garston to design landscape and maintain a garden.

Anticipated Investment

There will be continued investment in Community Support and Employment services as the Council transforms its model of Adult Social Care. The Council will increase its commissioning activity in this area, but residents will also be supported to take a Direct Payment to choose the support which best meets their individual aspirations.

Market Opportunities

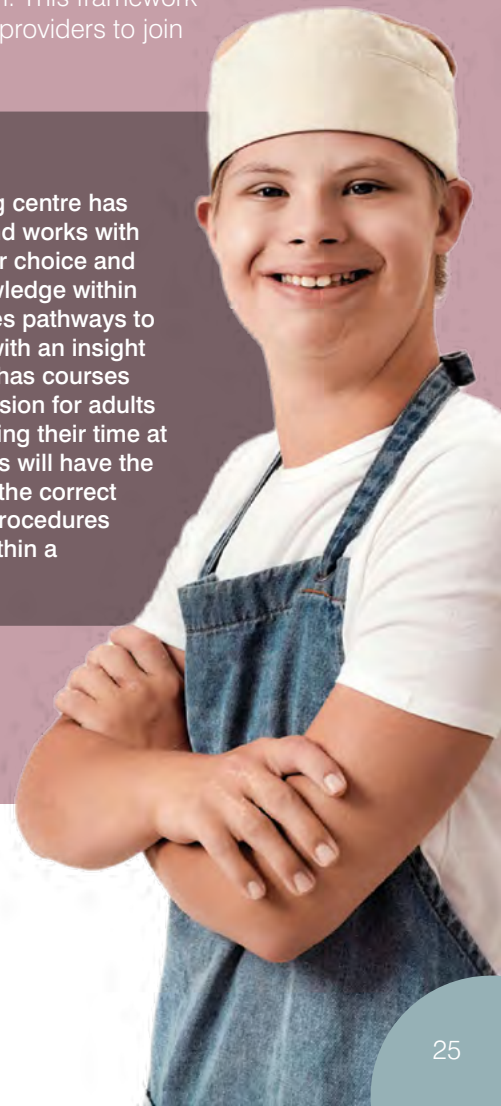
There is a significant market opportunity for providers who can support the future model of delivery for Community Support and Employment Services.

This will be both commissioned by the Council but will also be commissioned by individual service users who are supported by the council via a Direct Payment.

The Liverpool City Region Local Authorities have collaborated on the development of a Complex Care Flexible Purchasing System. This has introduced a mechanism for the Local Authorities to procure services to support people with both Learning Disabilities and Mental Health conditions. This includes a lot for Support for Independent Living and Progression. This framework opens periodically for providers to join the system.

StedyChefs

StedyChefs Learning centre has a centre in Kirkby and works with students to empower choice and help them gain knowledge within hospitality. It provides pathways to employment for all with an insight into hospitality, and has courses and alternative provision for adults with disabilities. During their time at StedyChefs, students will have the opportunity to learn the correct skills, policies and procedures that are expected within a commercial kitchen.



Home First Approach and Step Up / Step Down Services

In Knowsley, the Council and NHS colleagues work in partnership to implement a “Home First” approach. This is underpinned by a variety of initiatives and commissioned services that promote people’s independence and utilise resources that prevent the requirement to enter hospital in some cases, and ensure that wherever possible an individual is able return home from hospital. People are provided with the right support to make sure that happens as soon as possible. Home First also means that where appropriate people are discharged from hospital prior to assessment by a care provider, with the understanding that care and support needs will be assessed in the person’s own home or in a Step-Down setting.

The Current Market

Currently Knowsley Council has the following measures in place to in respect of services that support our Home First Approach and Step Up / Step Down services:

- An internal rapid response service which supports rapid discharge from hospital once someone is medically fit. The service supports people for a maximum of five days, bridging the gap until long term care arrangements are in place. This can be deployed to help prevent hospital or residential care admission or carer breakdown.
- An internal reablement service which provides short-term, intensive support to people so that they can live independently. They are typically helpful where somebody has had an illness or a fall, or where they are experiencing a major life change. The service supports rapid discharge

from hospital when service users are medically fit and provides short term care and support for people to return to their own homes and live independently. Regulations require that Reablement Services must be provided free of charge for up to six weeks. The reablement service supported rapid response during the COVID-19 pandemic, which resulted in reduction in the numbers of people accessing the service, but it is anticipated that services will return to pre-pandemic levels.

- Urgent Crisis Response Team offers quick assessments and treatment in a person’s own home to prevent them from going into hospital due to a clinical or social care issue. The team can mobilise urgently to give a 2-hour crisis response and help people who are at risk of being admitted to hospital due to issues including falls, a need for urgent catheter care, respiratory issues, confusion, or risk of carer breakdown.
- Block contract arrangements in place for discharge to assess nursing care beds, which allow people that require nursing care to be accepted into a nursing home prior to the completion of an assessment, which expedites hospital discharge for those individuals.
- Transitional bed arrangements have been commissioned, both for those requiring residential care or nursing care in the short term, while their long-term care needs are planned for, and the required services are commissioned. Individuals will return to their own home where possible, or alternatively arrangements for longer term residential or nursing care will be made during this period, if this required to meet the person’s needs.



- Step up / step down apartments commissioned within one of Knowsley's Extra Care schemes. Currently two apartments are used to support people with who require a level of bed based nursing or in-patient therapy assessment, but do not require the specialist services of a hospital setting. This can be used to either avoid hospital admissions or to facilitate an efficient hospital discharge for patients.
- Commissioned intermediate care beds which provide people with therapy support in addition to standard nursing care provision. The aim of this service is to re-enable people and maximise independence, so they will be able to return to their own home, often with the support of a package of care delivered by a domiciliary care provider. The current contract for Intermediate Care is due to end in on 31 August 2023.
- A falls response project, which aims to reduce the number of avoidable hospital admissions following a fall at home. The service provides a central call centre which receives and responds to referrals from North West Ambulance Service, care homes and other care providers.

Where deemed safe the individual is lifted by a responder using appropriate moving and handling equipment and techniques and/or receive required first aid.

- An occupational therapy service, which conducts assessments for any difficulties caused by a person's home environment, due to an illness or disability. These issues often need to be addressed to ensure an individual can return home from hospital safely. The service provides people with aids and adaptations for the home, which help to keep people in their own home longer and enable people to stay independent.
- Temporary block contract arrangements in place for Discharge to Assess beds, to support the winter pressure period, for those that may require a residential care or nursing care bed. Discharge to assess beds allow people who are clinically optimised and no longer require a hospital bed to be discharged to a safe care environment, where assessment for longer-term care and support needs can take place.

Future Projections

The Council intends to continue the development of services that enable people to remain in their own homes as long as possible, avoid unnecessary hospital admissions and return home from hospital and other care settings as soon as they can.

Future Service Model

A review of community response services is due to take place in 2023. The review is to ensure the future model will address the changing needs of Knowsley residents. The Council will also place greater emphasis on measures that will get help to get people home directly from hospital, for example through the increased use of Assistive Technology and other aids, wherever possible. It is anticipated that at times of higher pressure, the Council may continue to put in place short term measures, to relieve pressure on hospitals. The Council will also consider options for future delivery models with regard to Intermediate Care provision moving beyond August 2023 and will look for opportunities to embed rehabilitation within nursing services going forward. All our commissioned care and support services will be required to implement enabling approaches.

Anticipated Investment

The Council remains committed to its Home First approach and to delivering Step Up / Step Down services that maximise independence and help relieve pressure on acute hospital services. Typically, the Council also receives additional funding each year to assist with winter pressures, and it uses those funds to implement short term increases in services, which help to prevent hospital admissions and expedite hospital discharge. Following the completion of the falls response service

pilot project, the Council will evaluate the impact of the services and if necessary, seek additional funding to continue the service into the future.

Market Opportunities

The Council anticipates that there are likely to be opportunities within the market for services that support Home First and Step Up / Step Down approaches. These include, but are not limited to, short term projects to address winter pressures and potential long term falls response contracts. Any opportunities within these areas will be advertised to providers via The Chest.

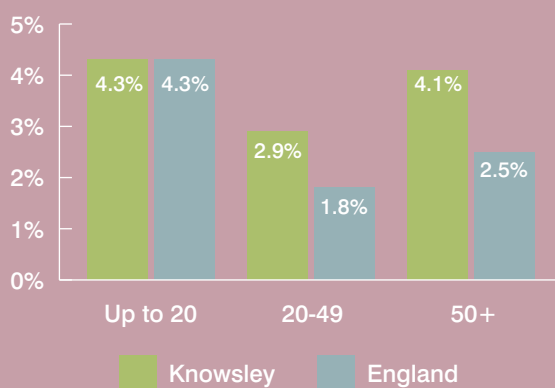


Carers Support

The Current Market

Around 16,500 people living in Knowsley said they provided some unpaid care in Knowsley at the 2021 Census. This equates to 11.4% of those over the age of five, which is higher than the England rate of 8.8%. While the proportion of Knowsley residents providing less than 20 hours of unpaid care per week is the same and the England average (4.3%), a much higher share providing more than 20 hours. Knowsley has the highest rate of people providing 50 or more hours of unpaid care in England, this amounts to 4.1% compared to 2.6% in England.

Share of people over the age of five providing unpaid care (hours weekly)



According to the latest Carers Survey (2021/22) in Knowsley, the majority (51.08%) of unpaid carers in Knowsley provide 50 hours or more of unpaid care a week. This is compared to 63.79% of unpaid carers providing 50 hours or more care in 2018/19. During the same time period, the percentage of unpaid carers who provided under 20 hours of care a week increased by 4.36%.

The number of carers contacts to the Knowsley Carers Service was slightly higher in the first year of the pandemic than the year before. In 21/22 the service received 11,641 contacts from carers and provided information and advice or direct support to 3,438 carers, which is just below 2020/21 levels.

The service is operated by a locally commissioned charity which provides phone-in, drop-in, home visits (Kirkby, Huyton and Halewood) and facilitates the following core services to carers:

- Information and advice
- Emotional support
- Promoting a holistic sense of well-being
- Community consultation
- Empowering Carers

All carers providing necessary care can access prevention and wellbeing services. The different and wide-ranging needs of carers are reflected in the scope of services that are provided through prevention and wellbeing services; these include:

- Holistic therapies
- Young adult carer support worker
- Young adult carer wellbeing activities
- Counselling
- Dementia carers wellbeing activities
- Targeted Male carers dementia wellbeing activities
- Targeted Male carers wellbeing activities
- Carer and cared for wellbeing activities
- Carer skills and development
- Supporting community peer groups
- Carer Involvement and engagement
- Carers emergency card scheme
- Assistance for carers in the workplace
- Chance for a break from caring

- Support to help carers into work, education, and training
- Welfare Benefit advice
- Carer Assessment Triage
- Carers Passport
- Carer ID Card
- Carer GP Identification and health assessment
- Carer social groups (Kirkby and Prescott Caring Companions)
- Relief Care
- Carers Awareness training

Alongside the prevention and wellbeing universal support offer, Knowsley was providing targeted support to 515 carers from the period of April 2021 to March 2022 who have been assessed as requiring additional support from social care to continue in their caring roles.

Commissioning Intentions

There is a range of support available for carers in Knowsley through universal services (those available to the general public), targeted services and through the community and voluntary sector. However, we know that there are gaps in provision and that some carers are not getting the support that they need.

To make sure that we better meet the needs of our carers in the right way and at the right time, there is a need to focus on promoting and developing the right support services that aim to identify and support carers. Some of these will need to be formally commissioned by the Council and some will require us to work with partners and the community to facilitate the development of integrating these services locally. Carers across the Borough may have different needs and we recognise that tailoring services to individual circumstances, preferences and communities is key.

We also need to ensure fair and equitable distribution of support across the Borough, alongside supporting the local community and voluntary sector to increase the availability of support across the borough. We are also keen to harness the opportunities technology enabled care can offer in helping carers.

“Should be more well-being services spread out over the Borough.”

(Knowsley carer)

The All Age Carers’ Strategy 2020-2025 brings together the knowledge of Council services with that of a range of partners and carers in the borough. It sets out a vision:

“That people with caring responsibilities in Knowsley are recognised and valued for the role they play in looking after their relatives, friends or neighbours, and can expect supportive services when needed and information of a high quality that is well publicised and readily available, enabling them to have a quality of life similar to those without carer responsibilities.”

(Knowsley carer)

The strategy has long term priorities:

1. Health and Wellbeing; support to recognise how caring is impacting on your physical or mental health
2. Leisure and Culture; ensuring that carers have opportunities to leisure and culture activities to enable regular breaks from their caring role
3. Carers Assessments; supporting carers with their needs and aspirations
4. Maximising Income; supporting carers to maximise and make the most of their income
5. Need for a Break (Respite); Ensuring carers can access regular breaks for themselves and the person they care for
6. Loneliness and Social Isolation; Supporting carers to explore opportunities to build and maintain relationships

The Council and local stakeholders will be refreshing the All Age Carers' Strategy 2020-25. Following the refresh and once the strategic direction for carer's services has been agreed, a review of carer's services and support will be initiated in 2023 and

an action plan developed for the redesign of carer's services and support.

As the UK faces a cost-of-living crisis with inflation impacting significantly on food and energy costs, Knowsley Council request that providers and other stakeholders consider the additional pressures put on carers and continue to provide appropriate support to maximise income, support behavioural change and help those most vulnerable access specialist health and well-being support services.

Anticipated Investment

The current budget for carer's prevention and wellbeing universal services is £0.475m per year.

Market Opportunities

The Council is particularly interested in working with providers who can provide respite and regular short breaks in a variety of settings to support carers. Market opportunities for Carers services and support will be advertised to the market in the summer of 2023.



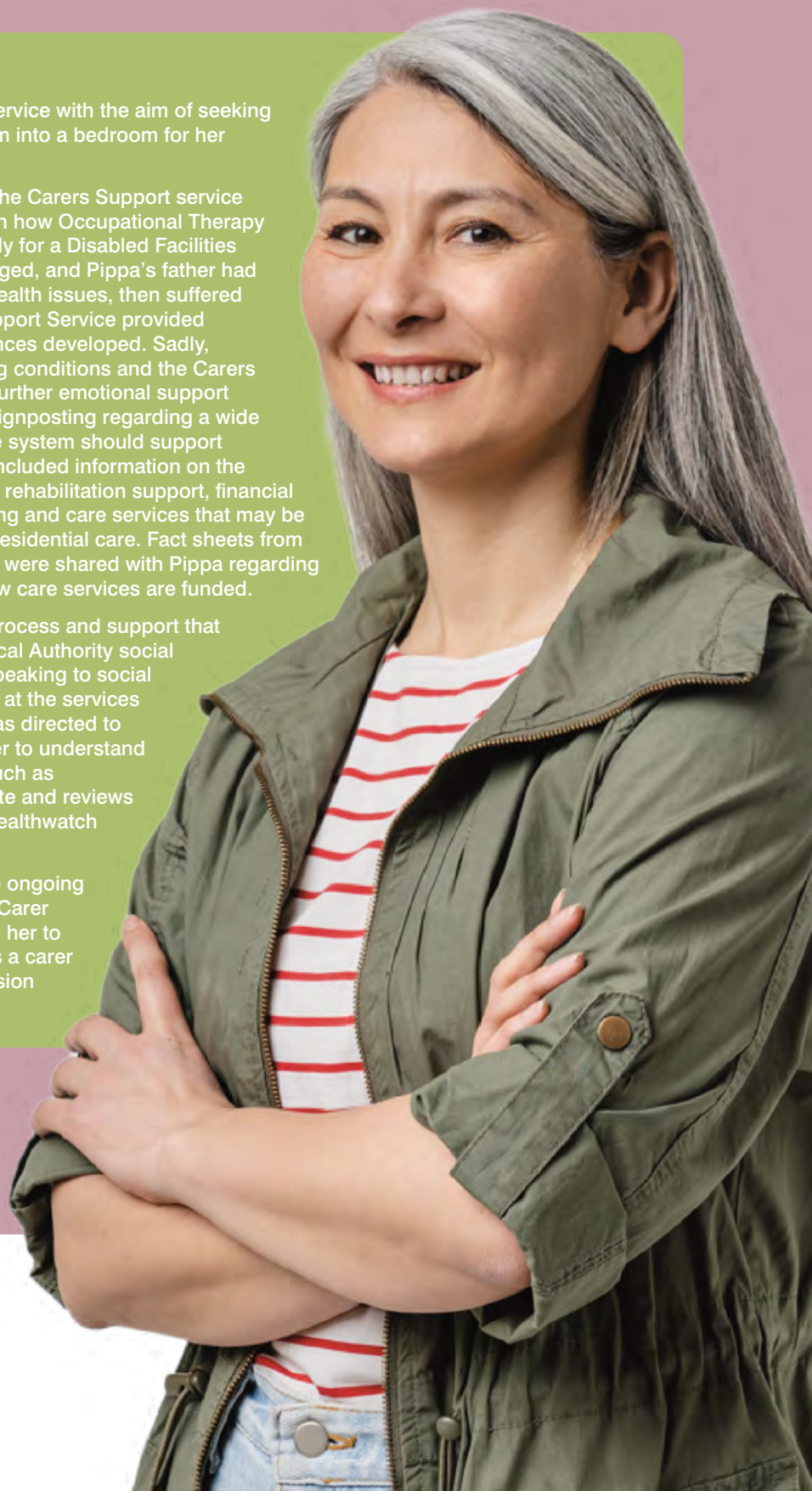
Knowsley Carers Support

Pippa dropped into the Carers Support service with the aim of seeking advice regarding converting a sitting room into a bedroom for her father, who was poorly.

The case was passed to a worker within the Carers Support service who contacted Pippa to provide advice on how Occupational Therapy could support and how to potentially apply for a Disabled Facilities Grant. However, circumstances had changed, and Pippa's father had been admitted to hospital with ongoing health issues, then suffered a stroke while in hospital. The Carers Support Service provided emotional support to Pippa as circumstances developed. Sadly, Pippa's father developed other life limiting conditions and the Carers Support service supported by providing further emotional support and reassurance, as well as advice and signposting regarding a wide range of services and how the social care system should support her and her father on their journey. This included information on the Disabled Facilities Grant, reablement and rehabilitation support, financial assessment, respite and long-term housing and care services that may be suitable, such as sheltered housing and residential care. Fact sheets from Age UK and Knowsley Disability Concern were shared with Pippa regarding the financial assessment process and how care services are funded.

Guidance was also given regarding the process and support that should be received from the allocated Local Authority social worker, so Pippa felt empowered when speaking to social care professionals. As Pippa was looking at the services that may be suitable for her father, she was directed to sources of information that would help her to understand more about the services being offered, such as inspection information on the CQC website and reviews left by my service users and carers on the Healthwatch Knowsley website.

Pippa has expressed her gratitude for the ongoing support and information provided by the Carer Support service, because this has helped her to feel a lot better during her experiences as a carer for her father, since the initial drop-in session took place.



Commissioning Services – Targeted Support

Domiciliary Care

Domiciliary care is provided to people who live in their own homes but who require additional support with household tasks, personal care or any other activity that helps them to maintain their independence and quality of life. Domiciliary care may be provided to people with learning disabilities, mental health problems, sensory impairment or physical disabilities and older people.

The Current Market

Knowsley Council commissions approximately 13,864 hours of domiciliary care services per week as of November 2022, including 2,345 hours per week funded by Continuing Healthcare (CHC).

Packages are commissioned to meet the needs of a variety of service users.

There are currently four lead providers, which are allocated across nine specific geographical zones in the Borough. A pseudo-dynamic purchasing system is in place across the borough for approved providers on the Knowsley framework to deliver care on a spot-purchase basis.

A significant proportion of these hours are commissioned with four main providers, and the remainder, approximately 8,586 hours per week are delivered across all areas by spot providers who are registered on Knowsley's Dynamic Purchasing System for Domiciliary Care and when required off-framework providers are sourced.

Contracted hours are spread geographically, as follows:

Table 3: Domiciliary care hours in geographical areas per week (Nov 2022)

Area	Local Authority Hours per week	CHC hours per week	Total
Central Huyton	1,752	183	1,935
Halewood	1,697	53	1,750
North Huyton	1,168	277	1,445
Northwood	1,019	231	1,250
Prescot	1,931	267	2,198
South Huyton	1,177	128	1,305
Southdene and Knowsley Village	1,353	35	1,388
Westvale	1,021	39	1,060
Cherryfield	213	0	213
Out of Borough	186	1,135	1,321

Commissioning Projections

Table 4: Projections for people with social care needs accessing domiciliary care

Year	2022	2023	2024	2025	2026
Number of people supported	806	801	791	801	811

At the start of the COVID-19 pandemic there was a decrease of about 10% in the number of people receiving care in their own home. This recovered to pre-pandemic levels by August 2020 and the number increased by approximately a further 5% in 2021 and into the beginning of 2022.

Our ambitions around Technology Enabled Care and our current plans for Extra Care result in projections showing that there will be a short-term reduction in need for domiciliary care. However, underlying population trends mean that demand will start to increase again after 2024.

We expect to work with providers who:

- Deliver good quality care and take proactive action to address performance or quality issues
- Can respond effectively to emergency or crisis care demands and periods of high demand
- Can respond quickly to support people leaving hospital
- Can work effectively with other agencies such as health and housing to deliver whole person care
- Can provide flexible support to carers who require a break from caring



Future Service Model

We want the primary focus for domiciliary care to be on maintaining and retaining people's independence and supporting as many people as possible to live at home for longer. To do this, we expect our providers to have a close working relationship with both social care and health commissioners. To support this, we have rolled out new approaches such as the role of Trusted Assessor.

Domiciliary Care provision is being reviewed in 2023, with a view to developing the model further, including outcomes-based commissioning and the delegation of tasks currently undertaken by health professionals to domiciliary care providers. In 2019, Knowsley Council introduced the role of Trusted Assessor within domiciliary care. This allowed agencies to make referrals to social care where a judgement had been made that a change to the level of care was necessary. It is anticipated that this will be developed further to include referrals for Technology Enabled Care and Community Equipment and will be implemented following the conclusion of the planned review of domiciliary care services. These areas of development were originally due to take place before the disruption caused by the COVID-19 pandemic. Consideration will also be given to the potential development of place-based delivery models, which could, for example, link with social care services based within a given neighbourhood and provide a central hub from for the delivery of care locally.

Anticipated Investment

The Council and NHS Cheshire and Merseyside spends in excess of £13 million on domiciliary care annually and expect to commission approximately 14,500 hours per week.

Market Opportunities

The lead provider contracts in place are not due to expire until August 2023. However, providers also have the opportunity to join the PDPS as a spot provider. There will be further opportunities for providers to bid via a competitive exercise for care contracts to commence in August 2023. The Council is considered different delivery models, and any opportunities in the future will be advertised via the Council's e-tendering system "The Chest".

Providers can also apply to be a spot provider on The Chest. Applications can be made twice annually and will be evaluated periodically throughout the year. Spot providers can pick up business across all zones in Knowsley that lead providers are unable to deliver.

Healthwatch Knowsley

Healthwatch Knowsley (HWK) is an independent health & social care champion which regularly collects feedback from users of health and social care service. Their independence from service providers and commissioners means that local people are often able to talk more openly about their real experiences. HWK share this feedback with the providers of health and social care services to help improve standards of care.

In 2022 HWK collected feedback from Domiciliary Care service users through a telephone survey exercise. The comments received showed that service users are pleased with their overall experiences. Most stated that they had some changes to their care workers, though this was mainly due to holidays and sickness with their regular carer. With people noting the importance of the amount of time they receive from carers, as well as the positive attitude of staff and the significance of developing positive relationships with carers.

Complex Community Support

The Current Market

There are currently 347 people in Knowsley who receive group support in traditional day care settings. The vast majority of these services are delivered by the Council with a smaller proportion delivered in the private sector. The majority of people who access day services in Knowsley are aged between 18 and 64 and have a Learning Disability or Physical Disability. There are also a small number of older people with dementia who also receive support in group settings.

Commissioning Projections

As referenced in the section on Community Support and Employment Services, the traditional model of day services is no longer fit for purpose for a significant proportion of people. The Council has conducted a review of its internal day services, which has been refocused on people with the most complex needs and supports carers to take regular breaks from their caring role. A further review will be undertaken of wider community support offered to people with Learning Disabilities or Physical Disabilities, to increase choice and provide a wider menu of opportunities available to meet individual needs. Please refer to the section on Community Support and Employment.

“There are not enough things to do in the community – need to have more options and activities in the community available that are accessible and flexible (evenings, weekends).”
(Knowsley resident)

Future Service Model

Knowsley Council will deliver the majority of support for people in need of complex community support during the day using its in-house services.

Anticipated Investment

There will be a reduction in demand for this area as a result of the priority to transition away from traditional day care models and therefore in spend in this area is not expected to grow.

Market Opportunities

There will be no market opportunities for traditional day care over the course of this MPS. There remains a significant market opportunity for providers of Community Support and Employment Services who can support residents in alternative ways as detailed in the section on community support and employment.

Table 5: Projections for people with social care needs accessing day services

Year	2022	2023	2024	2025	2026
Number of people supported	150	150	147	139	134



Personal Assistants (PAs)

The Current Market

There were about 535 people who are supported by the Council to employ their own Personal Assistant (PA) in 2022; this is achieved via a Direct Payment. Direct Payments enable people to have greater control over their care and support than using a universal commissioned service or agency. We anticipate that many young people transitioning from children's to adult services will take up this model of support.

To support people to manage their Direct Payments the Council commissions an information and advice service and operates an Open List of providers who can provide support services such as Managed Accounts and Payroll.

Commissioning Projections

The Council recognises that PA's can provide a personalised approach to supporting people, particularly those with complex needs and wants to increase the number of PA's who can support people in the borough.

Future Service Model

We are interested in working with providers / organisations who can develop an alliance approach to facilitating the creation of a stronger pool of PAs in Knowsley by providing the infrastructure to support recruitment and training, pooling of PA's and providing consistency of care to the co-operative members.

Anticipated Investment

Currently the Council and its partners in Health spend £10.2m on supporting Knowsley residents to employ Personal Assistants. Investment in this area is expected to increase as the more people are supported to recruit PAs to meet their needs in more personalised ways.

Market Opportunities

Organisations can join the Open List of providers who can support people to manage the employment of PAs by agreeing to work with the Council and maintaining a minimum set of standards. If you would like to join the Open List, please contact Knowsley's Whole Life Commissioning Team via wlct@knowsley.gov.uk.

There is a significant market opportunity for Personal Assistant's to support people in Knowsley.

Knowsley Disability Concern (KDC)

KDC provides the Direct Payments Support Service contracted by Knowsley Council. This includes a comprehensive offer for support with the recruitment of Personal Assistants using a range of recruitment sites. A person-centred approach is used to support people with creating adverts through to job offer.

Knowsley Disability Concern have pioneered KDC-Connections, a free-to use digital PA finder service which is available to all employers and PAs in Knowsley.

This self-help resource is designed to connect Individual Employers and Personal Assistants to fulfil outstanding vacancies. This is the primary resource in the Knowsley Area where Employers seeking Personal Assistants and Personal Assistants seeking work can connect. The site has access to the latest guides and information from Skills for Care to help individual employers to manage their personal assistants.

KDC recently supported a parent of two autistic children who was struggling. Mum needed a PA to take her son, Otis, out twice a week engaging in community activities. Giving mum the opportunity to spend quality time with the rest of the family. They co-produced an advert and placed on KDC Connections website. At the same time PAs were contacted for availability. A PA was recruited successfully with one week of advertising. Otis is now happily spending time participating in community activities twice per week and mum is reporting improvements in well-being and quality of life.



Shared Lives Carers

Shared Lives is a scheme where carers provide care in their own homes for disabled adults, older people and vulnerable people who need care and support. Shared Lives Carers offer a permanent home and meet the needs of a person as part of a long-term care arrangement or can also provide respite to give permanent carers a break from their caring role.

The Current Market

The Shared Lives Carers Scheme is currently managed by Knowsley Council's in-house provider services. The scheme currently supports 49 people, mainly with a Learning Disability. A review is currently underway with phase one completed and phase two to be completed in 2023. Phase one evaluated the potential of the scheme to both diversify and also to increase the number of Shared Lives Carers who are supporting people in the borough. Phase one of the review resulted in the recommendation that, in addition to continuing to support adults with learning disabilities, the service should be diversified to support adults with lower-level mental health needs, and children who are transitioning to adults' services. Phase two of the review will be to develop and implementation plan for these recommendations, and this will be completed in 2023.

Future Projections

It is anticipated that the number of carers will grow by 10 per year, which would enable up to an additional 14 placements per year. On current projections 67 people will benefit from Shared Lives services annually by 2026.

Future Service Model

The Council wishes to both increase the capacity of this service by recruiting more shared lives carers and diversifying the service offer in line with the review recommendations mentioned above.

Anticipated Investment

The review detailed above will complete in 2023. This will inform the future commissioning arrangements for the service, which is anticipated to lead to increased investment in the recruitment to and retention in Shared Lives carers.

Market Opportunities

The Shared Lives Carers Scheme is managed by Knowsley Council's in-house provider services. Those who wish to enquire about the possibility of becoming a Shared Lives Carer should contact the Council on **0151 443 2060**.

Table 6: Projections for the number of shared lives carers

Year	2022	2023	2024	2025	2026
Number of people supported	36	43	55	67	67

Supported Living

Supported Living is a combination of suitable accommodation alongside the delivery of care and support for adults with support needs. Supported Living models and services can vary widely, but each play a crucial role in providing a safe and secure home with support for people to live independently, with each person receiving a package of support based on their individual needs. This type of provision is usually accessed by people with Learning Disabilities or Mental Health support needs.

The Current Market

There are currently a range of Supported Living services across Knowsley, supporting around 338 people. This type of housing ranges from single properties, grouped provision and core and cluster models which have both individual properties and grouped provision on the one site. The care and support in these services is provided by a range of providers.

Future Projections

Projections suggest that there will be a slight increase in the number of people who will be living in Supported Accommodation in Knowsley between 2022-2026. We also anticipate that this will be the preferred housing option for young people transitioning from children's to adult services. This means that there will be more people who will be receiving a more personalised care offer and that they will be supported to maintain their independence. As such, this will lower demand for residential care across the Borough. The Council and its housing partners are investing in new build Supported Accommodation to support the increase in demand expected for this type of accommodation.

Future Service Model

The focus for the future provision of Supported Living services will be enabling and enhancing independent living skills and progression.

We will undertake a review of our current Supported Living services with a view to shaping the current provision to meet the needs of the population. We would expect providers to work with us to develop their offers around TEC, supporting people with dual diagnosis and increasing needs. We will also be considering the types of accommodation required to enable the Council to meet people's needs effectively. The Council will also be giving consideration to how psychologically informed practices can be embedded within commissioned services.

Supported Living providers will be expected to develop personalised support plans which focus on identifying a person's skills, abilities and assets and fully supporting people to develop and progress utilising the wealth of opportunities that are available in Knowsley. Providers will be expected to have a thorough understanding of the community assets that are available in Knowsley and actively seek to engage people in the support available in local communities. Therefore, the Council will be seeking to work with and develop a range of providers to support people with Learning Disabilities and Mental Health conditions – we want to encourage a mixed market of providers who can deliver truly personalised support. The Council will be focusing on encouraging small and local providers to enter the market.

Table 7: Projections for people with social care needs accessing Supported Accommodation

Year	2022	2023	2024	2025	2026
Number of people supported	338	340	350	346	348

Anticipated Investment

Currently the Council and its partners in Health spend £19.6m on Supported Living. While there is expected to be an increase in demand for Supported Accommodation, as the model becomes more about enabling people to develop independent living skills. It is anticipated that there will be no significant increase in the budget for Supported Living. However, this remains a significant market opportunity for providers of these services.

Market Opportunities

The Liverpool City Region Local Authorities have collaborated on the development of a Complex Care Flexible Purchasing System. Providers seeking opportunities are required to apply to join this framework.



Extra Care

Extra Care housing is a type of housing, which provides care and support that falls somewhere between traditional sheltered housing and residential care. It combines accommodation with care services to support older people as well as adults of working age with support needs. There are many different types of Extra Care housing, from small communities of flats and bungalows to retirement villages.

The Current Market

There are currently eight Extra Care schemes across Knowsley providing 566 self-contained apartments, all units are designated as social rented or shared ownership and are allocated via the dedicated Extra Care Allocations Policy. A balanced community should be maintained, and the aspiration is to have mixed needs community with 30% having low level support

needs, 40% having medium needs and 30% high. Those with assessed eligible social care needs and housing needs and are given priority access. The care and support within the schemes is delivered by a range of providers who provide domiciliary care to the residents within the schemes and who also provide the onsite 24-hour support for all residents. As of November 2022, there are approximately 3351 hours of care delivered per week across all eight schemes. The interest in Extra Care housing has continued to grow year on year. Applications grew significantly during 2020 (128 to 208) but this can be attributed to the interest generated by the opening of new schemes. It has remained steady during 2021 (221) but then dropped slightly in 2022 (189). The waiting list also maintains a steady rate year on year at approximately 165 per year but people are now waiting longer to be allocated a property. A high proportion of these do not have assessed eligible social care needs so are not deemed be a priority.

Table 8: Extra Care schemes across Knowsley

Scheme	Locality	Opened	Units	Tenure
Derby Court	Halewood	2015	40	Social Rented
Crawford Gardens	Huyton	2015	122	Social Rented and Shared Ownership
Crawshaw Court		1981 refurb in 2006	71	Social Rented
Jackson Gardens		2021	90	Social Rented
Marston Gardens		2010	23	Social Rented
Bailey Court		Kirkby	2012	34
The Maples	2020		116	Social Rented
The Watch Factory	Prescot	2018	70	Social Rented and Shared Ownership
Total			566	

Future Projections

In line with the aspirations set out in Knowsley's Housing Strategy as well as Knowsley's Extra Care Sufficiency Strategy, the Council and its partners in housing have invested heavily in Extra Care housing over the last five years. It is Knowsley residents' preferred option for housing and care support. This investment allowed us to steadily decrease the numbers of people we are placing in residential care prior to the COVID-19 pandemic, and we are proud of this achievement. The pandemic impacted on the number of people entering residential care, but the provision of additional Extra Care units has continued to divert people away from residential care settings. We want this trend to continue and therefore will continue to invest in Extra Care housing to further decrease our usage of standard residential care beds and prevent people's needs deteriorating, enabling them to stay independent for longer.

There are additional units being built in as part of a planned scheme expansion in The Watch Factory (Prescot) comprising of 50 units (25 planned for early 2023 and 25 mid-2023). There is also a new scheme comprising of 77 units (Halewood) with a planned completion date at the beginning of 2024. This will take the total Extra Care stock to 693 by the beginning of 2024. The Council will refresh the Extra Care Sufficiency Strategy, and this will guide development opportunities.

Table 9: Projections for people with social care needs accessing Extra Care housing

Year	2022	2023	2024	2025	2026
Number of people supported	199	241	299	302	305

Future Service Model

We want to work with developers and care providers with ideas about core and cluster models for Extra Care with mixed developments, which have independent living options with additional units for respite and step up / step down support or end of life care. There is a need for all models of Extra Care in Knowsley ranging from affordable rent to full ownership.

The Council's Allocations Policy describes how supported housing and Extra Care places are prioritised within the Borough. This policy is being refreshed and is expected to be published in Spring 2023.

Traditionally Extra Care is for Older People, but our newest developments offer units for younger people with complex needs – so we are asking providers to consider "mixed communities" as part of the models in future.

Anticipated Investment

The Council will continue to invest in Extra Care housing over the next five years as the preferred option for meeting Knowsley residents housing and care needs.

Mixed communities in practice

We have a range of Extra Care sites that operate various successful mixed community models outside the traditional over 55 remit:

- The Maples has 116 units, 16 of these are allocated as supported housing for people who have mental health and/or learning disability needs who are aged 18 and over
- Jackson Gardens has 90 units with 7 of these allocated to young adults who have complex learning disabilities, and several units are also allocated to younger people with mental health and moderate learning disability needs who are aged 18 and over
- Marston Gardens offers 23 units for adults with learning disabilities and mental health needs who are aged 18 and over

10 Year View

There will be a reduced demand for standard residential care in the borough. This need will increasingly be met by Extra Care housing.

Market Opportunities

As new schemes are developed, there will be opportunities for providers to deliver the on-site support in these schemes and opportunities as current contracts expire over the next 2 to 3 years. In 2018 Liverpool City Council, Sefton Council and Knowsley Council agreed to jointly commission care and support in Extra Care housing by procuring a flexible purchasing system to identify a list of good quality providers to deliver care and support in their schemes. This list will regularly be opened to the market to stimulate competition and give new providers the opportunity to deliver services. Providers seeking opportunities are encouraged to join this framework.



Residential and Nursing Care

The Current Market – Residential Care

Knowsley has been significantly reducing the number of residential beds it has commissioned over the last 5 years as it escalates its prevention and early intervention programme and the commitment to develop alternative, fit for purpose provision such as Extra Care and Supported Living. However, the pandemic has led to an increase in the number of people accessing long term residential care.

“It is important to invest in community organisations to help support and meet the needs of the older population to be able to reduce residential/nursing beds.”
(Knowsley resident)

Table 10: Residential Care beds and vacancies in Knowsley (Q3 2022)

Provision	Number of beds	Number of vacancies	Occupancy rate
Older People's Residential	209	41	75.59%
Dementia Residential	347	63	81.84%
Residential care for adults with Learning Disabilities	11	5	54.55%
Residential Care for adults with Mental Health Conditions	17	1	94.12%

Future Projections

Despite the impact of the pandemic, projections for the next 5 years suggest that the number of people accessing residential care in Knowsley is expected to fall. This is due to the positive impact of early intervention and prevention, as people's needs will continue to be met through more appropriate and alternative ways, which will help to support and maintain their independence. There will however be a slight increase in the number of people receiving dementia residential support, this is because of the expected increase in the number of older people who will be living with dementia in Knowsley.

Future Service Model

The trend for reductions in residential care placements will resume as the planned programme of the development of alternative service models continues. This will mean that there will be a further reduction in the number of residential care beds commissioned over the next few years.

The Council is fully committed to reduce its use of residential care. This model of provision is not suitable to meet the needs or aspirations of people in Knowsley. Knowsley residents have been very clear about what types of provision they want.

Table 11: Projections for people with social care needs accessing residential care

Year	2022	2023	2024	2025	2026
Older Peoples Residential	234	228	211	216	221
Older Peoples Dementia Residential	197	202	206	210	216
Residential Care for adults 18-64 with Learning Disabilities	35	26	16	11	11
Residential Care for adults aged 18-64 with mental health conditions	20	20	14	14	14

Admissions to residential care will be prevented in the older people's population groups by diverting demand to Extra Care housing. For the younger adult population groups, particularly people with a Learning Disability and / or Mental Health condition, the Council and its partners will be actively seeking to move existing residents placed in residential care to more independent living options over the course of the next 5 years.

We fully anticipate that, as a result of a reduction in the number of residential care beds commissioned, some residential homes will close in Knowsley. We want to be clear that residential care providers in Knowsley will need to consider alternative models of delivery for their services more in line with the projections in this Market Position Statement. The Council and its partners will actively engage with residential care providers to encourage and support alternative models of delivery such as nursing and dementia nursing provision. Part five of this document highlights the support available to providers to transform their services; this includes support from business development and the Councils planning teams.



Anticipated Investment

Currently the Council and its partners in health spend £11m per year on long term residential care. As a result of the decrease in demand for residential care, the amount spent on residential care will decrease. The Council and partners will be increasing its investment in more independent living options such as Supported Living and Extra Care.

Market Opportunities

The Council has developed a new specification and terms and conditions for residential and nursing care providers which sets out the Council's expectation of how care is to be delivered in the borough. The new specification and terms and conditions were launched through the retendering of residential and nursing provision in the borough in April 2020. This is a Pseudo Dynamic Purchasing System (PDPS) framework which is open to new providers who are looking to operate in the Borough of Knowsley. This opportunity is available via the Council's e-tendering system, "The Chest".

A standard Liverpool City Region specification is being developed by partners in 2022/23.

The Current Market – Nursing Care

Table 12: Nursing care beds and vacancies in Knowsley (Q3 2022)

Provision	Number of beds	Number of vacancies	Occupancy rate
Older People's Nursing Care	141	21	85.11%
Older persons' dementia nursing care	31	7	77.42%
Nursing care for people with Learning Disabilities	25	0	100%
Nursing Care for people with Mental Health Conditions	54	7	87.04%



Future projections

Table 13: Projects for people with social care needs accessing nursing care

Year	2022	2023	2024	2025	2026
Older Peoples Nursing Care	120	122	125	126	128
Older Peoples Dementia Nursing Care	76	78	80	81	83
Nursing Care for Adults 18-64 with learning disabilities	6	6	6	6	6
Nursing Care for adults 18-64 with Mental Health Conditions	13	13	13	13	13

Projections show that over the next five years the number of people accessing both standard and dementia nursing will increase. This is a result of the increase in the older population expected to be residing in the Borough and people's needs becoming more complex as they age, for example there will be more people living with dementia. Whilst the primary model of support will be more focused on prevention and early intervention, we recognise the need for nursing care for people with complex needs and end of life support. As such, capacity within nursing care will need to be further developed in Knowsley. The Council and its partners will actively engage with residential care providers to encourage and support alternative models of delivery such as nursing and dementia nursing provision. Consideration will need to be given to registration, staffing and access to training. Environmental consideration to suitability of buildings will be a key factor. The Council would encourage development and new entrants to the care market.

The number of younger adults placed in nursing care with both Learning Disabilities and Mental Health conditions is likely to remain static, with no growth anticipated for this client group.

The Council is aware that providers are experiencing workforce challenges, including increased costs. These challenges are sector-wide, as demonstrated by a 2021 Department of Health and Social Care survey which showed that the vast majority of commissioned and regulated providers reported issues including recruitment of staff, retention, morale and accessing agency staff. The challenges associated with recruitment and retention of staff are a key consideration within Knowsley's Market Sustainability Plan, which can be accessed via the following link: [Knowsley Market Sustainability Plan March 2023](#)

Future Service Model

We expect nursing care to be high quality, safe and to be able to meet the needs of the most complex.

We expect to work with providers who:

- Can provide dementia nursing care and specialist dementia nursing care
- Can provide flexible and tailored support to people with learning disabilities mental health conditions, acquired brain injuries
- Have effective links with the local community and can support access to social activities
- Work with the council to monitor quality and financial sustainability and to address any identified issues
- Can provide high-quality person-centred care and support

Anticipated Investment

Currently the Council and its partners in Health spend £11.6m on nursing care in the borough.

The spend on nursing care is expected to increase in line with the projected increase in demand in this area. We acknowledge the challenges in relation to the increasing complexity of the clients being supported in nursing care and the Council conducts an annual review of the rate structure for this type of provision. In addition, Knowsley Council and NHS Cheshire and Merseyside are acutely aware of the challenges in relation to the recruitment and retention of nurses and are working in collaboration with regional partners to develop strategies to encourage more nurses to join the sector.

A Fair Cost of Care exercise has been undertaken in Knowsley, having been mandated in relation to services for people over 65 in care homes and those older than 18 using domiciliary care. Knowsley Council has also undertaken an exercise to understand provider costs in a wider range of service areas. The results of these exercises will need to be considered when setting fee rates for the 2022/23 financial year and beyond.

Market Opportunities

The Council has developed a new specification and terms and conditions for residential and nursing care providers which sets out the Council's expectation of how care is to be delivered in the Borough. The new specification and terms and conditions were launched through the retendering of residential and nursing provision in the borough in 2020. This is a Pseudo Dynamic Purchasing System (PDPS) framework which is open to new providers who are looking to operate in the Borough of Knowsley. This opportunity is available via the Council's e-tendering system, "The Chest".

A standard specification is being developed across the Liverpool City Region in 2022/23.

It is anticipated that there will need to be one new nursing home and one new dementia nursing home opened in the Borough to meet the demand for nursing care from the Older Peoples populations group. The Council is interested in hearing from providers who wish to either open a new home in the borough or who wish to transition from residential care to nursing provision and dementia nursing provision.

Part Three

Expectations of providers of care and support services

We would like providers to use the information in this MPS either as a starting point for new business or to review current business models to ensure they are robust and can adapt to meet the changing adult social care agenda.

We will be seeking talks with providers who can demonstrate they have considered creative solutions for reducing demand for long term social care support with either preventative solutions or creative and different ways to maximise people's independence.

Where we do need to provide long term support, we need to be assured that this is good value for money and of good quality. Providers who can demonstrate their ability to support the Council's model for services will be favoured.

3.1 Continuous improvement in the quality of care

The provision of good quality social care and support is a key outcome for Knowsley residents and the Council. We expect that providers deliver good quality care as a minimum requirement for doing business in the borough. Knowsley has changed and will continue to change the way it procures care in the future, setting out the minimum quality standards we expect to deliver care in the borough. We understand the challenging environment that social care is delivered in, and the impact that COVID-19 has had on service users and providers. Our primary focus is to work in collaboration with providers to establish a commitment to quality and to translate this into good standards of care practice so that we make a real difference to the quality of life for people receiving care.

We expect all providers to have robust mechanisms in place to monitor and evaluate the quality of care you are delivering to Knowsley residents on a regular basis. This should be business as usual. In addition, each service provider will be expected to provide the Council with a range of performance and monitoring information on a regular basis. You will be expected to complete a self-assessment regarding the quality of service provided. This will usually be on an annual basis unless a review of the risk assessment requires this to be more regular. The self-assessment will be validated by Council Officers considering a range of evidence and incorporating the views of relevant stakeholders, service users and their families and carers. Our findings will be reported, and a continuous improvement action plan will be agreed and monitored in partnership with service providers.

Engagement with service providers will be facilitated through regular attendance at provider forums. These forums will provide a range of opportunities for engagement. For example; sharing good practice and innovation, discussing difficulties and barriers in delivering high quality care and support, influencing policy and practice, informing workforce development opportunities, opportunities for partnership working and co-production, market shaping, performance reporting, commissioning, and strategic issues. Providers who do not meet the Council or its partner's expectations around the quality of care will be suspended from delivering care in Knowsley until quality improves. Ultimately, the Council will terminate contracts with providers who deliver poor quality of care in the borough.

3.2 Safeguarding

Safeguarding adults is a priority for Knowsley Council and partners. We want to ensure the safety, dignity, and quality of life of people in need of care and support. We expect all providers to be fully aware of and actively engaged in the safeguarding policy and procedures for Knowsley, to report concerns appropriately in line with the Knowsley Guidance 'Criteria for reporting a Safeguarding Adults Concern' and to work to address any safeguarding issues in their service.

Expectations around safeguarding will be built into all contracts with providers and we expect providers to be able to report on their adherence to these expectations. Relevant safeguarding policy and procedures can be found on the Council's website at: <https://www.knowsley.gov.uk/residents/care/safeguarding-adults>.



3.3 Market and Provider Failure

Under the Care Act 2014, Councils have a duty to have oversight of local markets of care and support. This local oversight role means that Councils must have a thorough understanding of the risks within social care markets and take action regarding potential provider or market failure. Provider failure is a strategic risk for the Council due to the impact it can have on Knowsley residents. Therefore, our expectation of providers to support us to manage these risks are high. We expect providers to work in partnership with the Council so that risks are identified early. We consider provider failure in its widest definition. This could be as a result of:

- Business / financial failure
- Failures in the quality of care being delivered

- Industrial Action by staff
- Business continuity issues
- Staffing capacity issues

We expect providers to:

- Co-operate in all Council activity related to market management including providing financial accounting documentation
- Inform the Council immediately of any issues that could potentially result in provider failure
- Provide unlimited access to buildings, staff, back office, and all paperwork
- Co-operate fully in supporting the Council to manage provider failure
- Reduce stress and anxiety for service users, their families, and carers

3.4 Supporting the Council's transformation agenda and supporting innovation

Developing new innovative services and transforming current ones is crucial to ensuring adult social care is sustainable in the future. Innovation needs to focus on maintaining and retaining independence, working across health and social care, and developing personalised approaches to services. Some of the areas we would like to see innovation in are:

- Working collaboratively with other providers and organisations including the voluntary and community sector
- More small and local providers entering the market to deliver complex care
- More prevention and early intervention services developing in local communities
- Reablement approaches to service delivery
- Services that meet peoples' individual requirements and preferences

We expect providers to be aware of and actively support the Council's transformation agenda for adult social care. We need providers to shape their business models to meet the need and preferences for service provision that the council has identified. We are communicating this through the publication of this Market Position Statement but will also be holding regular provider forum meetings, stakeholder engagement days and market engagement events where the transformation agenda will be explained. The transformation agenda will also be communicated through ongoing relationships between providers and the Council's Whole Life Commissioning Team.

3.5 Investing in and supporting the social care workforce

We expect providers in Knowsley to support and invest in the social care workforce, the majority of whom are Knowsley residents. As we continue to support a model of adult social care that is focused on maintaining and retaining independence, the workforce will need to continue developing the skills to achieve and deliver this. The adult social care reform white paper, published in March 2022, put forward plans to improve training and qualifications for staff, complementing the Government's 'Plan for Jobs' by boosting the sector's skills with the expertise employers need. In Knowsley, we expect providers to recognise these training needs. New skills will be necessary particularly in developing personalised support options, reablement, enablement, and supporting people to use Technology Enabled Care so that they can retain their independence.

The workforce itself will need to be recognised as including not just professionally employed staff, but communities and families who provide formal and informal support and care. Knowsley is working with regional partners to develop a strategy for the care workforce which includes developing clear career pathways for care staff, training support for providers, recruitment and retention support and supporting the social care workforce to prepare for meeting the health and social care needs of the future.

3.6 Supporting Transition from Children's Services to Adult Social Care

Services for children and young people with long-term care and support needs are provided by Children's Services, until the age of 18. Between the ages of 16 and 18, the child will start a "transition", to ensure that services can be co-ordinated and put in place by Adult Social Care by the time the young person turns 18. All services that support the young person will be involved in ongoing planning for this transition at an early stage, along with the young person themselves, several years in advance of their 18th birthday.

The Council has a duty to ensure that there is no gap in provision for any young person transitioning into Adult Social Care. To achieve this the Council will ensure that a transitional assessment takes place in advance of the individual's 18th birthday, and coordinate the support provided by professionals and organisations, ensuring that all relevant partners are involved in planning for the individual's future. This ensures knowledge, information and advice are shared and new relationships can be built in advance of the change from child to Adult Social Care services.

We expect providers of Adult Social Care services to assist the Council in fulfilling its duty towards young people who will be transitioning to Adult Social Care, and in making sure the change meets the needs of individuals and supports the delivery of their desired outcomes. They can do this by pro-actively engaging within the transition planning process, acting with flexibility and understanding with the individual and their family or carers, and engaging with the individual and other partners that support

the transitioning young person, including housing, education, health, employers and incumbent social care providers. This will ensure the needs of the individual are well understood and can be met effectively.



Part Four

Future Levels of Resource

4.1 Current spend

Knowsley Council continues to deal with significant budgetary cuts in line with Government spending reductions. The model of Adult Social Care Services and support must adapt and evolve to continue meeting local needs and deliver a modern and progressive care model, all whilst funding for the sector remains uncertain. In addition, we know that Adult Social Care is changing nationally and locally due to demographic changes, increased levels of need and changing expectations of those who need care and support.

Ensuring quality services for our residents requires a re-think in the way we do business including working in partnership with the community, partners, and providers to reduce longer term reliance on public sector funded services.

Based on the latest government announcements regarding funding for social care in December 2022, it is likely that the current funding levels for social care will remain static for the 2024/2025 financial year and beyond. However, in 2023/24 the Council has set a budget with a gross investment in Adult Social Care provider rates in excess of £11m to support providers to pay staff the Real Living Wage and to boost recruitment and retention of staff to the sector.

Beyond this, funding for social care remains unclear. Due to the uncertainty in relation to the future funding for both local government and social care no further commitments can be made to indicate the future level of resources. However, a commitment is made that the council will continue to lobby the Government for a fair share of funding to support Adult Social Care needs and inflation costs and to ensure that the care provider market can be sustained.

4.2 Future spend

As described above the future funding for social care remains unclear. However, this remains a large market opportunity for providers of quality care services with more than £67m to be invested in care and support services this year, including health investment to fund local community services, and from residents themselves who continue to fund or part fund a proportion of care and support provision. The sector is also an important employer of our local population, and we want to encourage good employers offering good terms and conditions and opportunities for learning and development in the area.

Nationally, demographic pressures such as increasing numbers of older people with complex health needs will add significant pressures to the already stretched and reducing resources for Adult Social Care services. Analysis of population projections indicates that demographic change is likely to have significant impact on demands for adult social care services. This is not sustainable and requires a whole systems approach to resolve.

We expect providers to work with us to ensure adult social care services are sustainable and can support our local population into the future. We need to continue to focus on early intervention and prevention-based models of care that can meet needs sooner, avoiding or delaying the need for more acute and costly services.

Table 14: Current spend on Adult Social Care 2021/22

Prevention and Early Intervention *	Housing support Support to maintain independent living	For Independent Living	Complex care support	Carers support
Information and advice: <ul style="list-style-type: none"> • Advocacy contract • Live Well Knowsley • Direct payment support service (KDC) 	Home care	Supported accommodation	Residential Care	Carer's Services
Community Navigators	Personal Assistants	Extra Care	Nursing Care	Respite Care
Assistive technology	Community enablement support (day care) <ul style="list-style-type: none"> • Supported Employment 	Shared Lives	Transitional beds	
Centre for Independent living services	Support workers		Intermediated care	
Reablement: <ul style="list-style-type: none"> • Home care / community response 	Transport: <ul style="list-style-type: none"> • External / Internal • Bradbury Fields PBS (Positive Behavioural Support) 		Intermediate care	
£3,853,878	£27,893,365	£30,035,772	£30,018,535	£1,874,898
Total Care Expenditure £93,676,448				

* Note there is also capital investment of £3,819,941 as part of the Council's prevention and early intervention model

Part Five

Working Better Together to support you

As mentioned previously, Knowsley Better Together helps to shape, and deliver local services and shared outcomes. It is a way of working that is focused on enabling more joined up working with partners and residents and using resources more wisely to achieve shared outcomes together. The principles that underpin Knowsley Better Together and shape our way of working are:

- Be a strong community leader and always champion Knowsley
- Build better partnerships and work with others co-operatively to improve Knowsley
- Listen to the community when making decisions
- Spend locally, invest locally and recruit locally to build social value
- Help people to be independent, doing more for themselves and each other
- Prevent problems occurring or stop them getting worse
- Use the best way of delivering services that leads to improved outcomes for Knowsley

Over the past five years the Council has invested £1.2m into Knowsley's voluntary, community, faith, and social enterprise sector. This investment has enabled organisations to grow whilst aligning with Council priorities.

One of the priorities within the Council Plan 2022-2025 is effective support for those in need, ensuring that all Knowsley residents can access the support and services they need. The Community Sector will continue to be fundamental to this. As such, the Council will continue to identify opportunities through Knowsley Better Together to invest in the Community Sector in order to support them and the positive impact that they have on adult

social care services and the people that receive these services in Knowsley.

To help develop, design, and deliver the adult social care provision across Knowsley, the Council also offers a suite of support options to providers when needed. An overview of the type of support that the Council can offer providers is outlined below.

5.1 If you need planning or building control advice

Many building projects will require planning permission and building regulations approval to be obtained before you can start building or changing the use of a building.

Planning Permission:

We strongly recommend that you talk to us about your plans and receive our advice before you submit a planning application.

By doing so, any potential delays with your planning application can be avoided and any risks associated with your plans, in terms of achieving a planning permission, can be discussed with you and steps agreed as to how they can be overcome. A conversation with the team can also add value to your plans which may, in the longer term, save you money.

Our pre-planning application advice can help you to:

- respond fully in your application to the planning policies and other planning guidance that we will consider your application against
- understand what information you will need to provide with your application, thereby avoiding

delay when submitted because we require additional information from you

- understand if you need specialist help with tree surveys, listed buildings, conservation areas and flood risk and ecological assessments
- understand any changes we would recommend to your plans (and supporting documents) to maximise your planning application's likelihood of success
- fast-track your application through to a decision

Visit the Council's website for further guidance on the pre-application process: www.knowsley.gov.uk/residents/building-and-planning/make-a-planning-application/get-planning-application-advice

Visit the Council's website for further guidance on how to submit a planning application: www.knowsley.gov.uk/residents/building-and-planning

Please email planning@knowsley.gov.uk or call **0151 443 2381**.

Building Regulations Approval:

Most building projects, including extensions and conversions require building regulation approval. The Council offers a timely, cost effective and value adding Building Control service. In addition to other services, we offer:

- Same day inspection service if contacted before 10am
- Local knowledge of ground conditions and historic ground contamination
- Pre-application advice and full support throughout your application

- Fast turnaround of Building Control applications
- Close links to the Planning, Highways and Environmental Health departments

Visit the Council's website for further guidance on how to submit a Building Control application: www.knowsley.gov.uk/residents/building-and-planning/apply-for-building-regulation-approval

Please email bcsubmissions@knowsley.gov.uk or call **0151 443 2029**.

5.2 If you need housing advice

Strategic Housing can provide advice and guidance on the level of supply / demand for the range of property types. This includes provision of analysis of the availability of social housing and the relative demand for housing of different types and sizes in different areas.

If you are a Registered Provider of social housing and considering applying for Homes England funding, the Strategic Housing team can assess scheme proposals and where applicable, issue a statement of support. They can then support a scheme through the bidding process for funding. If successful in achieving funding, the team can work with providers through the design stage, liaison with other council teams and verification of valuations for the purpose of confirming proposed affordable rents.

For further information on the Council's housing priorities please view the [Housing Strategy](#).

Please email housing@knowsley.gov.uk or call 0151 443 2046.

5.3 Support from Invest Knowsley – the Single Front Door for all business enquiries

Invest Knowsley brings together the skills, expertise and knowledge of Knowsley Council's Business Growth & Inward Investment Team, Major Development Team, and Knowsley Chamber. For investors and developers, Invest Knowsley provides a dynamic and agile service with a single focus to accelerate your development.

Invest Knowsley may be able to provide details of privately owned sites and opportunities and assistance with planning for major scheme proposals.

For further information visit www.investknowsley.co.uk or email **invest@knowsley.gov.uk**

If you need advice about finding a site or premises: Knowsley offers choice, attractively priced land and sites primed for investment. We can perform a free bespoke property search to meet your requirements. Whether you are looking for a small office, a large industrial unit or land for development we have an experienced team on hand ready to assist.

Call **0151 477 4000** and discover how Knowsley may be the right location for you or email **invest@knowsley.gov.uk**. For Council owned sites and premises visit the Council's [available development land and vacant properties web page](#).

If you need business support

The Invest Knowsley team has a long and successful track record of supporting businesses in the borough. In Knowsley we take a proactive approach working with businesses, investors, and developers.

Removing barriers for growth and providing the opportunity to establish direct dialogue with a wide variety of services that support in several different ways. Whatever your project, the team can propose a package of support to suit your needs.

By providing a 'single front door' approach and combining the expertise, connections and knowledge of Knowsley Council's Business Growth & Inward Investment Team, Major Development Team, and Knowsley Chamber we will improve the investment journey, streamline procedures, and make the process of investment and development easier. Whether you are starting a business, looking for finance, expanding, relocating or need expert advice and guidance, it is easy for you to access the support you need. Our website contains useful information and more details about the services we provide www.investknowsley.co.uk

Our Social Growth Team supports the development of community owned businesses and social enterprises, and the Property Development Team can advise on community asset transfers and how the Council uses public services (Social Value) Act 2012 to deliver social, economic, and environmental benefits.

Please email **business@knowsley.gov.uk** or call **0151 477 4000**.

5.4 Support with staff training and skills development

Providers are required to invest in their staff and support them to develop the skills needed to provide the best quality of care. The Workforce Development Team in Knowsley Council can provide advice, support, and guidance regarding the training your business requires both to meet statutory regulations and continuous professional development for your staff. We also audit the impact of training by Knowsley Council. We can provide comprehensive training with learning outcomes, to show how it should improve service to your clients. A full brochure of the extensive training we can provide for your sector is available and this can be delivered on or off site depending on the number of staff to be trained.

For more information, please contact workforcedevelopment@knowsley.gov.uk or call **0151 443 2085**.

5.5 Support from Knowsley Works

Knowsley Works is a free service supporting local residents into work through:

- Paid employment
- Training
- Information and advice
- Coaching and mentoring
- Skills development
- 1:1 support
- Job search
- CV / Application support
- Interview preparation and techniques

The Ways to Work programme is supported by the European Social Fund & Youth Employment Initiative. For more information visit a Knowsley Works Centre in Halewood, Huyton or Kirkby or call Halewood **0151 443 2040**, Huyton **0151 443 5010** or Kirkby **0151 443 4780**.

www.knowsley.gov.uk/jobs/help-with-finding-work



5.6 Support from our Procurement team

The Council's procurement team are available to meet with organisations to discuss the Council's procurement process and to ensure they understand their roles and responsibilities when tendering for the provision of services.

To ensure service providers understand why they were unsuccessful with their tender submissions, the procurement team will issue a letter highlighting the scores of the recipient and those of the winning bidder along with comments regarding their submissions, and where necessary, the relative characteristics and advantages of the winning bidder compared to the recipient.

The procurement team is seeking to undertake more market engagement events to better understand market availability and capacity pre-procurement, and this includes wider 'general meet the buyer days' from time to time. These are open to any relevant organisation, but primarily aimed at local businesses / organisations. Such events will be advertised on The Chest (an e-tendering Portal for access to most north-western local authority contracting opportunities).

5.7 Advertising your business through Live Well Knowsley

Live better, live well – visit www.thelivewelldirectory.com

An online directory offering a one-stop-shop of information about adult care and community services in Knowsley and across the Liverpool City Region was launched in September 2017.

The Live Well directory provides a wealth of

information about services helping people to look after their health and stay well.

When visiting the site, you will find out about care and support services, including nursing and residential care homes, as well as local events, support groups, lunch clubs – and much more.

The directory has been developed by the City Region local authorities in partnership with Knowsley Clinical Commissioning Group, Healthwatch Knowsley and colleagues in the private, voluntary, and independent sector. The directory has been designed to bring together information about groups and organisations offering services for people of all ages with a variety of needs in one place.

Residents can search the directory to find information about services to help them live independently, such as home care agencies, or organisations that can help with shopping. It also includes information about care homes and health services, such as GP's or dentists. People can also use Live Well directory to look for a new hobby, find out where you can get information about benefits, or support groups for people with health conditions.

Visit the Live Well website at www.thelivewelldirectory.com

To advertise your business on the directory please complete an online form via the website. www.thelivewelldirectory.com/home/suggestservice

5.8 Feedback

We want to hear your views on this market position statement so we can continue to improve and make it as useful to you as possible.

Please email your comments, questions, or ideas for improvement to wlct@knowsley.gov.uk

Glossary

Advocacy Services

Advocacy services represent the interests of service users and help them to obtain the services they need.

Assessment

The process whereby the needs of an individual are identified alongside their impact on independence, daily functioning, and quality of life so that appropriate care, health, or other services can be planned.

Technology Enabled Care

An umbrella term that includes assistive, adaptive, and rehabilitative devices for older people and people with care needs.

Budget

An estimate of how much money will be spent.

Commissioning

The process the Council uses to plan and buy services for adults with care and support needs.

Community Health Services

Are those NHS services provided outside a hospital. Community health staff include district nurses, health visitors, community midwives, district dietitians, chiropodists, and community psychiatric nurses.

Clinical Commissioning Group

The Clinical Commissioning Group (CCG) were statutory organisations which were responsible for organising and planning the delivery of NHS services in their local areas. In July 2022, CCGs became part of integrated care systems and ceased to be statutory organisations.

Comparator Group

The group of Councils who have similar social and economic characteristics.

Core and cluster model of accommodation Housing schemes where there is a core central building from

which services are managed and delivered with satellite housing units.

COVID-19

Stands for coronavirus disease-19. COVID-19 is the name of the infection caused by the strain of highly contagious coronavirus (SARS-CoV-2) that was first identified in late 2019.

Day services

Personal or practical care services that are usually available in a resource centre, community building or a residential home.

Direct Payment

Money payment made to people who need care following an assessment to help them buy their own care or support and be in control of those services.

Domiciliary Care

Help with personal care and other practical household tasks.

Eligibility Criteria

Requirements that must be met for an individual to receive a service.

England Average

A term used to describe the average performance of all Councils across England.

Extra Care

A type of supported housing for people that aims to enable them to live independently for as long as possible in appropriate housing and enables access to flexible services that are responsive to their needs. Hospital Trust – A National Health Service hospital which has opted to be managed by a trust.

Health and Wellbeing Engagement Forum

A local forum which brings together people from the local NHS, Knowsley Council, Healthwatch and the voluntary and community sector to improve health and wellbeing and reduce health inequalities.

Individual Service Funds (ISPs)

Is where you choose a provider, rather than the council or yourself, to manage your personal budget. The provider will use the Individual Service Fund to arrange services and support for you, with your agreement.

Integrated working

Integrated working is where everyone works together effectively.

Intermediate Care

Intermediate care includes a range of short-term treatment or rehabilitative services designed to promote independence, reduce the length of a hospital stay unnecessarily, or help avoid unnecessary admissions to hospital. You can be provided with intermediate care in hospital, a special unit or in your own home.

Joint commissioning

When two or more organisations buy or commission services together.

Support Living Networks

This is a model of supported living that supports adults with care and support needs to live independently by assisting their integration into a community as well as teaching them skills that promote self-support.

Micro-enterprise

A small business employing 10 people or less that will in the context of care and support specialise in providing personalised and specialist options for people who use services.

Own front door model

When residents within Supported Accommodation have access to their own front door and individual living space / room.

Personal Budget

Money allocated to someone who needs support where the money comes from the council's social care funding.

Primary Care Network (PCN)

Primary Care Networks (PCNs) are groups of GP practices which share staff and work together, while remaining distinct from one another.

Procurement

The act of acquiring, buying goods, services or works from an external source.

Reablement

Reablement is a range of services focused on helping a person maximise their independence by learning or re-learning the skills necessary for daily living and the confidence to live at home.

Safeguarding

To protect from harm or damage with an appropriate measure.

Social care provider

Organisations such as small or large businesses or charities which provide social care or support services.

Statistical neighbour

A Council with similar social and economic characteristics to Knowsley. These are South Tyneside, Newcastle upon Tyne, Hartlepool, Halton, Rochdale, Liverpool, Middlesbrough, Tameside, Salford, and Gateshead.

Supported Accommodation

A living environment for children or adults who have disabilities or high support needs. Staff assist residents with activities of daily living.

Stakeholder

A stakeholder is a person or organisation that is directly affected by a project. In terms of adult social care, the primary stakeholders are the people in receipt of services, those providing it and those commissioning them.

