



BEDFORD
BOROUGH COUNCIL



Adult Social Care

Market Sustainability Plan and Fair Cost of Care

February 2023

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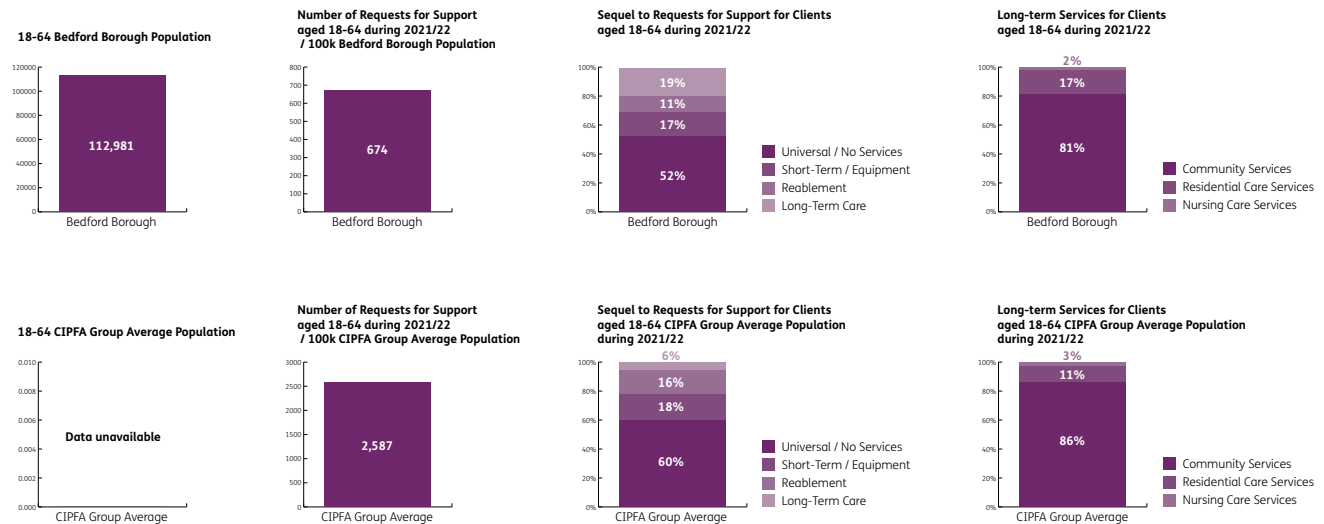


Local Context

- The ONS data (2021) shows the population size has increased by 17.7%, from around 157,500 in 2011 to 185,300 in 2021. This is higher than the overall increase for England (6.6%) and higher than the increase for the East of England (8.3%). Between 2020 and 2034 the number of people aged 65 and over is projected to increase from 31,400 to 42,300, a 35% increase.
- The Borough has a wide geographical area split into urban and rural areas. It includes the county town of Bedford, the urban area of Kempston and 43 rural villages - an area of around 120,000 acres. The population is one of the most cosmopolitan in the UK, with some 60 ethnic groups being represented.
- At the end of July 2022 there were 1,309 adults aged over 65 with diagnosed dementia in Bedford Borough with a diagnosis rate of 63.8%. The estimated population with dementia is 2053.
- The average life expectancy is 83.5 years for women and 79.9 for men, however, there are large inequalities in life expectancy depending on where people live.
- Between July 2021 and June 2022 the unemployment rate in Bedford was 3.4% against 3% in the East region and 3.8% nationally, and in August 2022 rate was 4.1%. The local context will inform how services are shaped and issues addressed going forward. For example, the unemployment level compared with the availability of multiple retail employment opportunities will be a consideration when developing a workforce strategy as will the diversity of the local population taking into account cultural requirements of both those using services and those delivering them. The geographical spread, with both urban and rural wards will need to respond to the needs of the local community.
- In 2015, 54.0% of people aged over 65 had two or more conditions (multi-morbidity). By 2035 this is predicted to have risen to 67.8%. By age group, the prevalence of multi-morbidity was predicted at 52.8% for people aged 65-74, 75.9% for those aged 75-84, and 90.5% for those above the age of 85.
- By 2035, there will be double the number of people aged over 65 living with four or more conditions: 17.0% compared with 9.8% in 2015. People aged over 75 contribute most to this number.

A summary of system flow is detailed below; however, it should be noted that this is based on Adult Social Care Finance Return and the Short-and-Long Term Support 2021-22 returns as this is the most recently published data so the impact of the pandemic will be affecting the figures.

System Flow: Adults of Working Age (18-64)



- Significantly fewer requests for support are recorded, however, those that make contact are more likely to go onto receiving long term services than comparator groups.
- There is less use of universal services and short term services.
- There is greater use of residential care against comparators. However, use of nursing care is slightly lower than comparators.

System Flow: Older Adults (65+)



- Significantly fewer requests for support are recorded. There is less use of universal services but greater use of reablement than comparator groups.
- Use of long term services is higher than comparators.
- There is greater use of residential care but use of nursing care is significantly lower than comparators.

Our Goals

A Borough where people, particularly the most vulnerable are able to lead happy, independent lives and fulfil their potential.

Bedford Borough Council is committed to giving choice and control; this is at the heart of planning, commissioning, and delivery of social care support. A strengths-based approach is taken to practice, enabling people to live as independently as possible with access to support and activities from friends, family and their local community.

The Adult Social Care Directorate plan principles for 22/23 are:

- We aim to provide **early help and intervention** to prevent escalation to a more serious level by preventing, delaying or reducing the need to use adult social care services.
- Wherever possible we will seek to **sustain independence** and help service users to help themselves through developing skills and realising their potential.
- We will work with people who use services and their families and carers, to ensure the services are fit for the way people live their lives through a **strengths based, co-produced and progression model to improve outcomes**.
- We aim to provide services of the **highest quality which promote good outcomes and are 'value for money'**.
- We will work in **partnership** to achieve integrated and joined up services.
- Services will be designed with the **individual service user and family/ carers in mind**.
- We will **prioritise safeguarding** of the vulnerable and work with others to ensure individuals are kept safe from abuse, neglect and harm.

The four key goals in the Corporate Plan 'Together Bedford Borough' 2022 - 2026 are:

- Develop Places
- Enable Prosperity
- Support People
- Empower Communities

Section 1: Revised Assessment of the Current Sustainability of Local Care Markets

a) Assessment of Current Sustainability of the 65+ Care Home Market

The NHS Capacity Tracker shows there are 78 care homes providing 1620 beds in Bedford Borough including mental health, learning disability and specialist homes for people aged over and under 65, as well as dementia, nursing and general residential care mainly for those over 65 years of age. Included in the 78 care homes are 5 Council run care homes mainly for people aged over 65 with 186 beds of which 86 beds are specialist dementia and 6 beds are reablement.

Of these 78 homes, 34 provide nursing, dementia and general residential care mainly for people aged over 65, 10 of which are nursing homes, 5 of these provided nursing care only (162 beds), 5 of these are dual registered (240 beds) and 24 (835 beds) provide care without nursing.

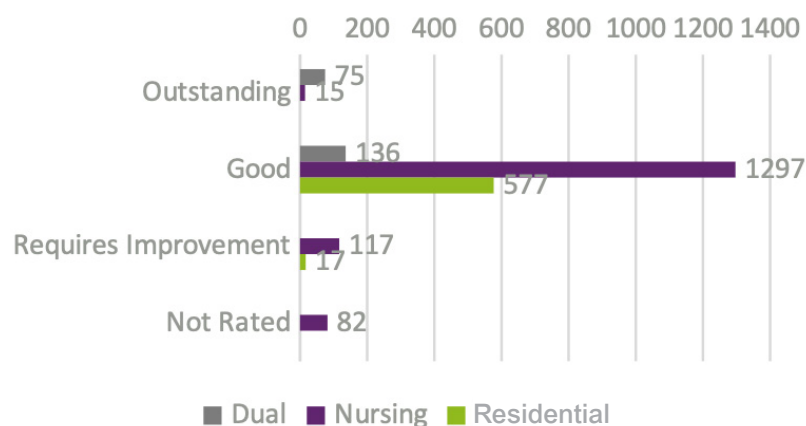
| Bedford Borough 65+ Care Homes Bed Numbers and Occupancy Levels at May 2022: | | | | | |
|--|--------------|--------------|------------|-------------|------------------------|
| Excluding Bedford Borough Council Internal Care Homes | | | | | |
| Care Home Type | No. of Homes | Capacity | Occupancy | Vacant Beds | Overall Occupancy Rate |
| Nursing: High Level Needs | 2 | 83 | 80 | 3 | 96% |
| Nursing | 3 | 79 | 75 | 4 | 95% |
| Residential / Dual Registered with Nursing | 21 | 657 | 574 | 83 | 87% |
| Residential: Premium | 3 | 232 | 108 | 124 | 47% |
| Total | 29 | 1,051 | 837 | 214 | 80% |

Occupancy in Nursing Care was reported at 95% capacity in May 2022 but when dual registered homes are taken into account, the figure drops to 89%. The Council uses Residential Care with Nursing at a lower rate than statistical neighbours, however, there are recognised capacity challenges locally. This is compounded by 1 Residential Care Home with Nursing currently Requiring Improvement. Conversely, occupancy levels in Residential Care are low suggesting an oversupply of provision locally.

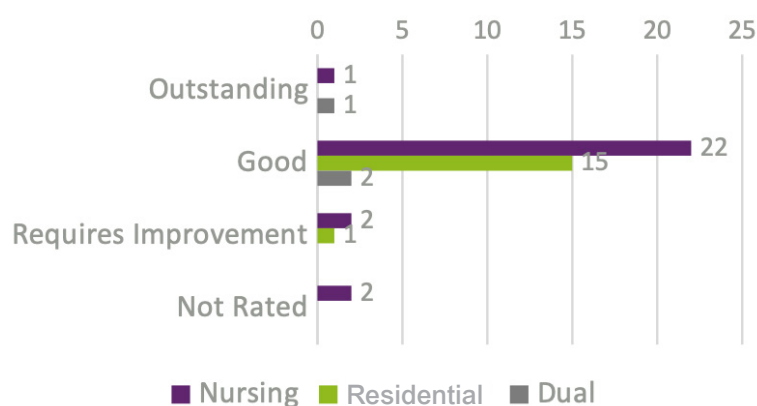
Despite there being a diverse range of beds there is a shortage of beds which can support people with complex care needs, and sometimes people are placed outside Bedford Borough because of this shortage. All care home placements are commissioned on a spot purchase basis as there is no Framework Agreement in place. The Council is currently collaborating with the care home market to develop a framework and review the residential care banding structure over the coming year.

To gain the widest reach, market engagement has been carried out through multiple avenues during this exercise including virtual market events to reach the wider care market, engagement through Bedfordshire Care Group, as well as via letter and survey. Market engagement is ongoing and will continue beyond the publication of the MSP, to further inform the development of the residential and nursing care framework anticipated to be in place towards the end of 2023. Most provision within Bedford Borough is rated either Good or Outstanding by CQC, however there are 134 beds overall within homes that Require Improvement.

CQC Rating - Number of Beds



CQC Overall Rating



The whole care market workforce (not just care homes) continues to present significant concern and risk for Bedford Borough residents. The number of new starters in the sector is decreasing, and there is approximately 28% staff turnover in regulated professionals and just under 35% in direct care staff. Information gleaned from the Cost of Care (CoC) exercises indicates average care home pay rates are £9.94 per hour for standard carers, £10.21 for carers within Nursing Homes and £19.13 per hour for nursing staff. The Council undertook a survey with providers in summer 2022 and 100% of Care Homes whose responses were approved as compliant with the requirements of the exercise (9) reported challenges with recruitment and retention and believed that other sectors were seen as more attractive to job seekers.

The residential and nursing banding system was changed to a two band system in 2017. As inflationary pressures for care homes continued to rise, combined with the impact of the pandemic on service delivery models, acceptance of banded prices by providers has gradually further declined. Since June 2020 there has effectively only been one band in use. Cost of Care funding provided for 2022-23 by the Department of Health and Social Care (DHSC) has been utilised to make a step-change, moving rates closer to the cost of care, introducing an increased higher rate residential band and a nursing band to support the sustainability of the local care market.

The cost of care exercise provided further information to assess the sustainability of fees in comparison to average rates paid. The result for care homes without nursing was £874.97, which was 10.7% above the average rate paid of £790.73. For care homes with nursing the result excluding Funded Nursing Care was £893.72, which was 8.2% above the average rate paid of £810.56. The [cost of care exercise report](#) gave the results a low weight though when assessing sustainable fee levels for providers. This was due to the low response rate from providers, concerns about some of the quality of data provided, the influence the covid-19 pandemic had on increased costs in 2021/22 and reduced occupancy levels in the period. Another difficulty with using the exercise to assess fee levels was not being able to differentiate costs for residents with enhanced/dementia needs compared to residents with standard needs effectively. This was due to a very low response rate from providers for residents with enhanced needs and the majority of providers submitting costs that were the same for residents with standard and enhanced needs.

The exercise did highlight sustainability issues with Council set rates though, particularly the Medium band rate for 65+ care homes without nursing, which at £625.80 was 40% below the result, although it was no longer used for new placements. The high band rate for 65+ care homes without nursing at £686.42 per week was 27.5% below the result. The exercise also highlighted the need to introduce a pricing system based on the level of care resident's need due to the decline in use of the previous categories, this would also help to improve assessing the sustainability of rates. In comparison to average rates paid by neighbouring authorities in the ADASS Eastern region, the Council was slightly above average.



Cost of Care exercise outcomes and a survey feedback form were shared with the wider care market prior to the formal publication of the Cost of Care report on the Council website which provided engagement opportunities for the whole market. To date no negative responses have been received and enquiries have been responded to. The Council continues to meet regularly with Bedfordshire Care Group via which questions on this topic can be received and responded to.

Relationships with providers are positive, despite internal resource challenges limiting the amount of engagement and co-production undertaken prior to this exercise. Providers were also positive about their relationship with the Council during the engagement process.

Care providers report that lower occupancy, and associated loss of income combined with inflationary pressures reduces their ability to finance system changes. The Bedfordshire, Luton and Milton Keynes Integrated Care Board (BLMK ICB) in partnership with the Council aim to continue to support quality delivery of residential and domiciliary social care within Bedford Borough through the adoption of digital technologies by care providers. This includes the adoption of Blue Box telehealth to inform care decisions and NHS mail. Financial support via 'One off' implementation funding and training is in place to enable providers to transition to these systems, and many have already done so, however, feedback shared through market engagement events revealed associated WHZAN "Blue Box" ongoing costs as being an additional pressure and thus a deterrent for some providers to make the transition.

The impact of increases in the national living wage and wider inflationary pressures has been visible in other accommodation based services. Nationally and locally the supported living care provider market has faced sustainability challenges. Locally, these have been linked primarily to recruitment following the emergence from the pandemic and exacerbated by increases to the National Living Wage (NLW). A supported living framework is in development. This work will incorporate a more detailed review of market pressures.

A supported living scheme for working age adults went live in 2022, providing an additional 17 units of accommodation for people with mental health support needs and it is anticipated the Council's current Accommodation Strategies, in response to identified need, will deliver three further supported living provisions for working age adults with learning disabilities, across support levels currently anticipated to be 2024 onward.

Bedford Borough currently has six extra care schemes with 241 units available, with the latest delivering 55 units in 2019 as identified in the Older Peoples Accommodation Strategy.

Distinct from the Cost of Care exercise, annual uplift discussions have taken place with Bedfordshire Care Group, with the awards for 2023/24 positively received. The delay to charging reform is not anticipated to negatively impact current market pressures further at this time.

b) Assessment of Current Sustainability of the 18+ Domiciliary Care Market

There are 45 home care providers on the NHS Capacity Tracker. Of these the majority of care commissioned by the Council is delivered through 28 care providers, supporting people 18+ with domiciliary care services. Between them these are commissioned by the Council to deliver on average 10,711 hours per week. There is a good geographical spread of provision across the Council area however it can be difficult to source timely care in rural parts of the Borough. The recent introduction of the framework has been successful in establishing a more consistent supply.

The framework structure means that care packages are clustered using separate geographical lots enabling lower sustainable unit costs. As part of preparing to implement the framework in 2021/22 the Council undertook an analysis of the rates paid on spot contracts, considered the amount of market exits and entries and benchmarked the average rates paid to other local authorities. Taking all of these factors into account an affordability threshold deemed sustainable was set at £20.40 per hour. The framework also offers increased economies of scale for providers on it, as business procured through the framework increases.

The cost of care exercise provided further information to assess fee levels paid to home care providers. The result of £23.96 per hour was 13.9% higher than the average rate paid to providers of £21.04 per hour. When assessing appropriate fee levels for providers though the report gave the result a low weight due to the response rate of the exercise, concerns over the validity of some of the data and providers market share not being taken into account in the result. The influence of a providers' market share and economies of scale is shown by the weighted average unit cost result for 4 of the top 6 of the Councils providers being £22.08 per hour, 8.5% below the overall exercise result. The exercise did highlight in particular sustainability issues with rates at the lowest end of the market due to increases in the National Living Wage and the level to which rates paid were a constraint to the level of pay providers can afford to pay for care workers.

Workforce is a significant challenge in the Home Care Market with the sector competing amongst itself for a finite number of people as well as competing against the retail sector for alternative roles, and the NHS for similar roles. Bedford Borough has a low unemployment rate at 4.1% meaning businesses are competing for the same people. Information gleaned from engagement with providers indicated that one of the biggest challenges was competing with NHS terms and conditions. They reported that higher rates of pay and better training opportunities would make the care sector more attractive, benefiting recruitment and retention. In collaboration with the ICB, Bedford Borough Council continues to support the delivery of a wide range of training available to both residential and home care providers. Bedfordshire Care Group has been commissioned by Bedford Borough Council to provide training and development for all care staff and providers within the Bedford Borough. This includes developing a continuous programme of clinical skills for registered nurses in nursing homes and coaching, mentoring and resilience masterclasses for Care Provider Managers, deputies and senior team leaders. Some providers have been very successful at international recruitment and it is proposed that they will share their insights with other providers. In addition a regional working group, newly established in January 2023 will be exploring a more integrated approach to addressing health and social care workforce challenges. The group seeks to develop a regional approach to workforce recruitment and retention alongside existing local interventions or those being established.

Relationships with providers are good, and the new Framework has focused work to a small number of providers enabling stronger strategic relationships to develop. Providers who had not chosen to join the framework are seeing a reduction in Council packages. However, there remains sufficient supply of homecare provision to meet need.

Section 2: Assessment of the Impact of Future Market Changes between now and October 2025 over the next 1-3 years, for each of the Service Markets

In considering the market impacts and moving forward with the Cost of Care, in line with the requirements of the fund, there is also likely to be an impact on other service areas, particularly extra care and specialist home support services. It would not be holistic to consider care homes and domiciliary care independently of the wider market. Activity (such as increasing the unit price) in one part of the social care economy is likely to have adverse impacts on sufficiency in other areas, especially as providers are recruiting from the same pool of workers locally.

The table below sets out the forecast demographic changes over the next 3 years:

| Forecast Demographic Changes | | | |
|------------------------------|---------|---------|---------|
| Demographic Changes | 2023/24 | 2024/25 | 2025/26 |
| 18-64 | 0.3% | 0.6% | 0.9% |
| 65+ | 2.1% | 4.4% | 6.4% |

In September 2022 there were 723 people supported at home with home care 18+, 88 people over 65 supported in care homes with nursing and 385 people over 65 supported in care homes without nursing provision receiving state funding support through the Council. Note the demographic forecast does not take account of potential increasing needs, which is reported by both providers and commissioners.

Strategic Risk Assessment

Provider engagement was achieved through various mechanisms including Teams meetings, emails, letters, FAQs and provider surveys in collaboration with Bedfordshire Care Group and the wider care market. The Council also worked closely with Care England who communicated with the Bedford Borough care market via email and letters, making themselves available to meet and offer support to providers.

Engagement targeted the wider care market with events and information tailored to care home and home care providers. Bedfordshire Care Group, both the care home and home care arm, supported engagement through promotion of events and cascading information as well as meeting with Strategic Commissioning and Procurement to facilitate a home care survey, results of which were shared with the Council.

The SWOT analysis below has been developed through engagement with Providers:

Strengths

- The provider market has been resilient through Covid and more recent inflationary pressures.
- The care group has been supportive of digital advancements.
- Significant work has been undertaken to prevent hospital admissions due to falls.
- Significant work has been undertaken to promote a Strength-Based approach.
- Community assets which utilize direct payments and ISFs are being actively developed.

Weaknesses

- There are homes which have lower occupancy levels which will impact on sustainability.
- There is a lack of supply of nursing care leading to high cost out of area placements.
- Reablement outcomes are slightly lower than comparators leading to a higher number of people needing long term care.
- There are significant vacancies in the workforce with challenges to both recruitment and retention.

Opportunities

- Improving front door Information, Advice Guidance services to prevent or delay the need for long term care
- Developing different support models to operate within existing budget envelopes.
- Fully optimizing the reablement service by increasing the capacity of the Council's internal services to support people to be more independent, manage hospital discharge and reduce pressure on providers.
- Developing tech enabled care both in people's homes and in care homes.
- Development of integrated health and social care services in the future, identifying opportunities to improve services to people and utilize a holistic approach to care.
- Developing clear specifications and frameworks for providers
- Use of VCS for non-regulated activity – creating capacity in homecare.

Threats

- Increased requests for support on already stretched operational teams.
- Increased funded support packages at above average costs.
- Increasing complexity of needs.
- Short-term, high-cost admissions leading to long term placements.
- The challenge of market exit, in particular for small homes, due to cost pressures.
- Continuation of employment trends.
- Government legislation changes.
- Inflation risks.

The key strategic risks identified for Market Sustainability Plans are as follows:

1. Cost of living increases e.g., utilities, fuel, food, building materials, salaries. Providers were concerned that costs have increased beyond the rates they submitted and more than their inflation predictions impacting on the sustainability of providers.
2. A mismatch in supply. There is an oversupply of residential beds leading to lower occupancy levels in some homes but a lack of care home beds to support people with complex needs particularly with an ageing population with increasing acuity. The lack of a framework arrangement makes it difficult to manage the supply in the market. There is an undersupply of Residential Beds with Nursing Care and 1 home in the area being rated as Required Improvement presenting a risk to the Council.
3. Workforce recruitment, retention and skill mix concerns particularly if the current trend persists will impact on the sustainability of providers.
4. Inter-related provision which is impacting on home care and care home demand needs focus and attention as it is a risk to the Council e.g., a potential shortage of extra care provision; slow progress on digital solutions to support people at home or in care homes in a different way; growth in Personal Assistants and micro-providers needed to diversify the market. Without addressing these areas demand on home care and care homes will continue, whereas addressing these will reduce the demand and build on people's strengths.
5. There is a risk that if the low level of provider participation in the cost of care survey is mirrored in the development of the care home framework, then the framework may not be effective, impacting on the Council.



Section 3: Plans for each Market to address Sustainability Issues including Fee Rate Issues where identified

The cost of care exercise highlighted differences in the average rate paid to providers and the results of the exercise being between 8% – 14% on average. In assessing the validity of the results though, a number of issues were identified that led to the Council giving the results a low weight when assessing sustainable fee levels. The exercise did highlight particular sustainability issues though, in particular with Council set rates for 65+ care homes with and without nursing and the lowest rates paid to home care providers where there were larger gaps to the results, the Council will address these issues using the fair cost of care funding available.

It is important to note that plans to address sustainability issues will be governed by the financial settlement provided to the Council in future years through the Market Sustainability and Fair Cost of Care Fund. Initial plans below have focussed on using the £419k grant funding in year 2 to maintain uplifting Council set fees for 65+ Care Homes above inflation and maintaining a new minimum price level for home care services established from October 2022. Alongside using grant funding to uplift fees thematic areas of improvement in commissioning and market shaping (which are within Council control) have been identified to improve sustainability issues.

The Council's strategic aim is to maintain people at home for as long as possible with a home first approach. To enable the Council to meet this aim they have engaged with local providers to identify and develop ways to address the market sustainability issues identified.

The thematic areas of improvement have been aligned to the comprehensive SWOT analysis undertaken and the top level risks.



Challenge 1: Gap to Cost of Care Exercise Result, Rising Costs and Inflation

Residential Care:

- As part of the Fair Cost of Care exercise, the Council has reviewed the existing rates and banding structure for Residential Care. The 2022-23 funding has provided an opportunity to begin to address pressured Council budgets, and review the current banding system. The mid-year uplift has been used to replace the previous banding structure with a standard residential band and a nursing band. The new standard residential rate has increased from £686 to £728 and a nursing rate of £770 has been introduced. This results in 10 nursing homes receiving an uplift to 31 care packages and 24 residential care homes receiving an uplift to 116 care packages.
- This mid-year uplift represents a move towards supporting the sustainability of the local care market during 2022/23 effective from 10th October and is the first developmental step towards a new banding structure. The Council has continued to review the sustainability of the residential and nursing care sector in collaboration with care providers through a series of ongoing meetings to develop the banding structure further. In 2023/24 the new standard rates for 65+ care homes will receive further uplifts to keep the rate increases above inflation compared to April 2022 rates. The new rate for standard residential care will be £784 which represents a 13.1% uplift above inflation on the April 2022 medium band rate and a 3.1% uplift above inflation on the April 2022 high band rate. The new rate for standard nursing care will be £805 which represents a 5.9% uplift above inflation on the April 2022 band rate.
- In addition to the earlier mentioned market engagement, collaboration will continue to take place through scheduled fortnightly meetings with Bedfordshire Care Group to inform the evolution of a future banding structure and framework. The framework is planned to be introduced mid-year in 2023/24.

Home Care:

- The mid-year uplift represents a move towards supporting the sustainability of the local care market during 2022/23 effective from 10th October. Home care packages will be uplifted based on a calculated pro-rata hourly rate per provider taking into account the different call lengths of 15, 30, 45 and 60 minutes in one rate.
- To apply uplifts based on a pro-rata hourly rate an analysis has been done to calculate overall pro-rata hourly rates per provider using July and September call length data. The analysis shows that although pro-rata rates will vary depending on volumes of calls commissioned at different call lengths, pro-rata hourly rates have remained consistent over this period.
- Based on this analysis a targeted uplift has been given to all providers who have an average overall pro-rata hourly rate across all their packages below £19 an hour. This resulted in 13 home care providers and 184 care packages receiving an uplift to move them towards a more sustainable rate.
- In 2023/24 the market sustainability and fair cost of care grant funding will be used to increase the minimum average pro-rata hourly rate paid per home care providers to £20.68 per hour. This maintains giving the lowest paid home care providers increases above inflation up to 10% depending on their starting point in comparison to April 2022 rates.

Challenge 2: Acuity of Needs and Market Capacity

- The Council is seeking to develop a framework of Residential Care with and without nursing with a pricing mechanism that is reflective of need. Part of this process will be clearly indicating the anticipated level of demand over the following 5 years. The framework will also contain a clear specification which articulates the level of need expected to be met by residential care and clarify some of the roles and responsibilities that were highlighted by providers as potentially inconsistent. In developing this framework, the Council will consider opportunities to jointly commission with the ICB recognising the block contracts they currently have out for procurement.
- Capacity in the market to support individuals with more complex needs could be increased by introducing technology enabled care. The Council is exploring the introduction of Reminiscence Interactive Therapy Activity Packages (RITA) for independent care homes. This is an all in one touch screen device that blends therapy and entertainment and is particularly targeted at improving outcomes for people with dementia and other cognitive impairments. The outcomes from a pilot in the Council's own care homes has shown increased benefits for both residents and staff as well as savings through a reduction in 1-1 support. Other positive outcomes include: reducing pressure on staff, reducing falls and hospital admissions from care homes, improved hydration and wellbeing for residents with dementia, reduction in stress and anxiety for bed bound residents, increased job satisfaction benefiting workforce recruitment and retention especially in relation to more complex residents. RITA can support admissions of more complex residents.
- The Council will be refreshing its Market Position Statement, engaging with the market to ensure the needs of the borough are understood.

Challenge 3: Workforce

- The Council will explore opportunities to develop a residential and nursing workforce recruitment and retention strategy, in response to the issues raised through market engagement events.
- Consider as part of the strategy how the current training offer could be enhanced and opportunities to work with the ICB to enhance staff skills.
- Explore local ways of promoting a career progression model (where appropriate) that also encourages a flow of new recruits into services.
- Facilitate forums between providers where good practice and challenges can be shared, such as international recruitment
- Consider options to support with initiatives such as E-bikes which would enable people who do not drive to undertake roles within a wider geographical area
- Engagement in Central Government initiatives offering support related to preventing loss of care workers from the sector.

Challenge 4: Interdependent Markets

- Future plans continue to focus on supporting people to live independently for longer in their own homes with prevention at the forefront of promoting independence and choice for people, reducing the need for intrusive and dependent care models enabling people to live the way they want to live. The Council will seek to ensure appropriate alternatives are available to support people in their own homes and other forms of community care.
- Maximise use of existing Extra Care Housing by reviewing pathways and eligibility. Re-commission care and support contracts to support the appropriate business model. Ensure new builds meet projected need and demand. Develop approaches to Extra Care Housing as community assets and intergenerational living.
- Develop the use of data and intelligence within Adult Social Care, with the aim of embedding a data driven approach to support strategic decision making. Use data to forecast future demand, and therefore inform the sector how the needs of residents can be met effectively and efficiently.
- Strengthen the prevention offer and continue to work with the VCSE and consider Social Prescribing and solutions currently commissioned by Public Health.
- Strengthen the existing digital offer by exploring opportunities to further roll out RITA and other initiatives the Council have delivered through BCF funded digital programmes.
- Further build social work confidence in Direct Payments and develop a Personal Assistant and micro provider strategy to underpin their use.



Finding out more

If you would like further information about us and our services, please telephone, email or write to us at our address below.

Për Informacion

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Informacja

برای اطلاع

Za Informacje

Per Informazione

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