



**Wigan<sup>♥</sup>  
Council**

I am writing to request information under the Freedom of Information Act regarding social care fee setting and budgeting processes. Specifically, I would like to inquire about the following:

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|---|---|
| 1. Did the council conduct consultations with providers and individuals receiving services prior to agreeing on the service fees? If so, can you provide evidence of this consultation? | Please see the attached Cabinet report (principally sections 6 to 9) for details of the Consultation exercises, |
| 2. Do you have a copy of the impact assessment completed to support the decision for the approved fee increase?   | The attached Cabinet report includes the impact assessment.   |
| 3. In the budget-setting process for 2025-2026, were any funds allocated to increase reserves?  | No.   |
| 4. Did the council increase council tax by 4.99%?   | Yes.  |

## **This is an open report**

**Report to:** Cabinet

**Date of Meeting(s):** 20 March 2025

**Subject:** Adult Social Care Fees and Market Sustainability 2025/26

**Report of:** Stuart Cowley, Director - Adult Social Care and Health

**Contact Officer:** Joanne Willmott, (01942 489453)

**Cabinet Portfolio Holder and area:** Councillor Keith Cunliffe, Deputy Leader  
(Portfolio Holder for Adult Social Care)

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### **Summary:**

This report provides an overview of the continuous programme of reform being undertaken to improve care quality across the borough. This includes proposed investment in the fees that the council pays for adult social care for 2025/26 to ensure the continued quality, sustainability and affordability of local provision.

Proposed investment includes ongoing support for real living wage and the increased reward and recognition of the local adult social care workforce in line with Council's commitment to building community wealth and health through Progress with Unity.

### **'Progress with Unity' Missions:**

As residents, businesses, public services and community organisations of this borough we have come together to deliver two key missions:

#### **Mission 1: Create fair opportunities for all children, families, residents & businesses.**

"Together, we will break down the barriers that create financial, health, education and environmental inequalities in our borough."

#### **Mission 2: Make all our towns and neighbourhoods flourish for those who live and work in them.**

"Together, in genuine partnership with our residents and businesses, who know our community best, we will help each town and neighbourhood in the borough celebrate and maintain their identity whilst understanding and helping to achieve what is needed to thrive."

### **Outline how this report supports our 'Progress with Unity' missions.**

The decision will promote Progress with Unity's missions and commitment to work alongside care home operators to create better outcomes for individuals living in Wigan, building on assets and skills to support people to live the best life possible by

creating a sustainable care market that focusses on improving quality, ensuring services are safe, responsive, effective and caring and focussed on individual experiences and connections, with a keen focus on innovation and community wealth, funnelling public money back into local people and the local economy.

This includes investment that continues to support payment of the real living wage for our adult social care workforce. As an employer of over 9,000 people in borough, adult social care has an important role to play in supporting the local economy and building community wealth and health aligned with our missions through Progress with Unity.

**Wards Affected:**

All Wards

**Recommendation(s):**

The Cabinet is requested to approve:-

- (1) the proposed investment in care fees for 2025/26 as outlined in the report, including the continued commitment to real living wage in commissioned services; and
- (2) the overall approach to market transformation and quality improvement.

**Implications:**

**What are the financial implications?**

Fee proposals represent recurrent investment of £6.06m, which is contained within the approved 2025/26 budget for the Directorate.

**Is budget release necessary (Capital Expenditure Only)?**

No

**What are the legal implications?**

Section 5 of The Care Act 2014 (2014 Act) places a duty on local authorities to promote the efficient and effective operation of the local market in care and support services.

The 'care and support statutory guidance' provides further clarity as to how the local authority should exercise its market shaping and commissioning functions of adult care and support.

At paragraph 4.1 the guidance states: "High-quality, personalised care and support can only be achieved where there is a vibrant, responsive market of service providers. The role of the local authority is critical to achieving this, both through the actions it takes to commission services directly to meet needs and the broader understanding of and interactions it undertakes with the wider market, for the benefit of all local people and communities."

**What are the staffing implications?**

Proposed investment and the Council's continued commitment to the Real Living Wage will support recruitment and retention in commissioned adult social care services, helping to drive forward the Council's vision for community health and wealth building.

**Equality and Diversity Impact Assessment attached or not required because (please give reason). If not required, then a relevance check needs to be completed.**

EDIA is attached.

**What are the property implications in terms of reduction, addition or change to the council's asset base or its occupation?**

None

**What are the Corporate Parenting Implications?**

None

**Risks:**

The main risk is that care fees are insufficient to meet the needs of the market, putting the quality and sufficiency of supply at risk and/or the Council at risk of legal challenge.

This has been mitigated through proactive engagement and consultation with Care Homes and Community providers to understand local conditions and cost pressures and ensuring that this informs market shaping proposals.

**Sustainability/Environmental/Climate implications:**

This report outlines the transformation programme and the clear and comprehensive engagement the Council has undertaken with the borough's care home and care at home provider partners to develop a set of sustainable proposals to continue to provide quality care home and at home provision, including a fair price for care settlement for 2025/26

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Has the Assistant Director - Legal Governance and Elections (Janet Davies) confirmed that the recommendations within this report are lawful and comply with the Council's Constitution?

Yes

Has the Director – Finance and Legal (Sarah Johnston) confirmed that any expenditure referred to within this report is consistent with the Council's budget?

Yes

Are any of the recommendations within this report contrary to the Policy Framework of the Council?

No

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**What are the alternative option(s) to be considered? Please give the reason(s) for recommendation(s):**

The alternative to these proposals is to take no action. This is not feasible due to the reasons set out in this report, they include:

- a need to ensure the ongoing sustainability of the care home market.
- a legal requirement to consider financial influences impacting upon providers within the local market.
- a risk of provider failure and a reduction in capacity across the market.
- a risk of reduced quality across the market.

**Is this a Key Decision and, if so, under which definition?**

1. To be significant in terms of its effects on communities living or working in an area comprising two or more Wards or electoral divisions in the area of the local authority.

The Key decision made as a result of this report will be published within **two working days** and cannot be actioned until **five working days** have elapsed, i.e. before 1 April 2025, unless exempt from call-in.

This item is included on the Forward Plan.

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**There are no background papers for this report.**

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<b>Directorate Sign-off:</b>	Stuart Cowley
<b>Date:</b>	3 March 2025

## **1. Introduction**

- 1.1 A high quality and sustainable local care market is recognised locally as an essential component of an effective and integrated health and social care system, able to support people with complex care needs in the community and outside of hospital.
- 1.2 Wigan is committed to delivering excellent care and support at home, wherever home is. This is achieved through a transformed model of support which is at the heart of a sustainable health and social care economy. Wigan Council has developed a high-quality care home and care at home market which delivers outstanding, kind and compassionate care, focussed on the assets of individuals, helping people to connect with each other, their families and their local community.
- 1.3 Wigan has the highest proportion of care provision rated Outstanding or Good by the Care Quality Commission (CQC) in Greater Manchester and the Northwest across both care home and community services.
- 1.4 With over 9,000 people currently working in adult social care in the borough, the sector also has a significant anchor role in supporting the local economy and helping to drive forward the Council's community health and wealth building vision.
- 1.5 However, at a national level the care market remains fragile financially with an increased risk of provider failure due to the impact of inflation and the rise in the cost of care. Announced changes in national insurance for employers will also significantly impact on the cost of delivering care from April 2025. Across the country, there continues to be challenges around workforce capacity, recruitment and retention. Whilst Wigan's market is relatively stable, helped by the local approach to transformation and investment, these risks apply and continue to require mitigation.
- 1.6 The report sets out proposed investment in fees and our ongoing reform programme in response to those risks to ensure the continued sustainability, resilience and quality of our local care home, home care and supported living markets. Proposals follow a comprehensive process of consultation and market engagement aligned with the Council's statutory responsibilities.

## **2. Our Focus on Improving Care Home Quality**

- 2.1 As a place Wigan continues to strive for outstanding quality. Since 2015, Wigan Council have invested resources to improve the quality-of-care homes in the borough. This has included establishing a dedicated team of Quality Performance Officers to drive forward an enhanced approach to improving services centred on individual experiences, and two rounds of Care Home Innovation Funding to support local providers to introduce innovative approaches to improve quality and sustainability.

- 2.2 The Care Home Support and Development Board, which brings together senior leaders from across health and social care, leads a programme of transformation which positions Care Homes as a key contributor to the Healthier Wigan Partnership.
- 2.3 Wigan have the highest number of beds rated 'Good' or 'Outstanding' in the Northwest of England. We are proud to be recognised by CQC as having 95% of Wigan Care Home beds rated 'Good' or 'Outstanding'. Wigan have no 'Inadequate' rated services, and no 'Inadequate' rated domains. Moreover, 100% of Wigan's care homes settings are rated 'Good' or 'Outstanding' in the Caring domain and 'Good' or 'Outstanding' in the Responsive domain.
- 2.4 This is in comparison to 2015 where 12% of Care Homes in Wigan were rated 'Inadequate', 33% were rated 'Requires Improvement' and only 55% had achieved a "Good" rating. In addition, there were no 'Outstanding' rated services.
- 2.5 The local authority, in partnership with local care home operators, have maintained a keen focus on delivering high quality services. In the last 12 months a number of homes have been reinspected and maintained their 'Good' ratings.

### **3. Current Market Position and Key Challenges**

- 3.1 The council currently invests over £64m per annum on residential and nursing support for adults, representing over 40% of total expenditure on long-term care. £35m of investment relates to activity provided by homes operating within the borough at two defined categories of need, with contracted fee levels set annually.
- 3.2 There are 52 care homes in the Borough, including one directly operated by the Council. The market provides 2,241 care home beds supporting varying levels of complexity for social care, health and self-funding residents. Wigan has a mix of national, regional and small locally owned provision, though there is a higher concentration (48%) of larger national providers operating nursing or dual registered care in the borough.
- 3.3 Whilst ongoing risks are acknowledged, locally the care home market remains stable and can demonstrate a strengthening quality position, with just one 10 bed residential care home closing in 2024 due to environmental reasons.
- 3.4 In October 2023, a new care home was opened, which increased local capacity by 3%. Plans are also being developed with interested partners for new provision as part of Wigan's response to the challenge of an ageing population
- 3.5 Benchmarking across the 23 north west councils with adult social care responsibility shows Wigan's comparative fee position to be marginally below the regional average. However, direct comparisons can be difficult to establish and fees are sensitive to local factors such as land and building prices, workforce capacity and occupancy. Bed occupancy in Wigan is currently 94% and at a level that continues to support provider sustainability.



- 3.6 In parallel to recurrent investment in care home fees, the Local Authority also continues to invest in alternative capacity such as extra care housing aligned with local commissioning strategy and the prioritisation of supporting residents in the community. Extra Care provision across the borough has been increased by 180% since 2018 with a new 32 apartment Extra Care scheme set to open in March 2025.
- 3.7 The Council has also complemented fee investment with transformation funding through the Care Home Innovation Fund. The innovation fund was first launched in 2017 and opened again in 2023 to help drive quality improvement, capacity and workforce resilience.

#### **4. Workforce Capacity, Recruitment & Retention**

- 4.1 Through 2024/25, Wigan Council invested in the fees paid to local care providers to support the implementation of the real living wage for people working in adult social care services commissioned by the local authority. Investment in the reward and recognition of the local care workforce has had a positive impact on recruitment and retention and the availability of care in the borough. 100% of community-based providers commissioned by the Council have implemented the real living wage and all care home providers have been offered the opportunity to receive higher fees in return for formally committing to paying the higher pay rate.
- 4.2 Whilst the implementation of the real living wage has positively impacted on the recruitment and retention of carers and other staff, discussions with nursing care providers have referenced the challenges in successfully recruiting and retaining qualified nursing staff aligned with the national position. Several options have been explored including local recruitment drives, opportunities for blended teams and roles such as the introduction of a Nursing Associate Apprentice roles.
- 4.3 A Nursing Associate Apprenticeship programme has been developed through Wigan's innovative Civic Partnership bringing together the Council, Wrightington, Wigan and Leigh NHS Foundation Trust, EdgeHill University and local care providers. This is a two-year course for care staff to qualify as a Nurse Associate, supporting new career opportunities for local people and growing the number of nurses working in the local care sector. This will also positively impact agency costs and support continuity of care for residents. The first cohort of learners will start in March 2025.
- 4.4 Local intelligence and trend analysis demonstrates that nursing care for individuals with complex behaviours and dementia remains a growing area of demand in Wigan, with around 5% of total nursing care spend going on nursing agency costs.
- 4.5 Any reduction in the number of providers delivering specialist nursing care would have a detrimental impact on the local health and social care economy, potentially affecting patient flow out of hospital for individuals who are medically fit for



discharge. It would also force placements to be made out of borough and often at a higher cost.

## **5. Care Home Market Capacity**

- 5.1 The demand for good quality, affordable care is intensifying. Wigan has the highest percentage of people aged over 65 in Greater Manchester and over next 15 years, the local 85+ population is set to grow by 65%.
- 5.2 Challenges in respect of capacity can contribute to pressures on the health service as a result of a lack of available beds to support timely, safe and appropriate discharge. Capacity challenges can also lead to pressures on the fees paid by the Local Authority.
- 5.3 Wigan have continued to shape the market over the last 12 months, with several care homes now offering quality support for complex categories of care. Locally we continue to create a market of ethically driven operators connected to Wigan as a place, investing in local people and local business. The current market position highlights that a third of beds support people with complex residential needs, a third of beds support people with complex nursing needs and a third of beds support general nursing and residential needs.
- 5.4 Wigan continues to drive forward our ambition to increase the number of beds able to support people with Mental Health, Complex Health Needs and Complex Behaviours
- 5.5 There are micro-providers locally who operate a small number of care homes where availability of capital investment can be limited.

## **6. Cost of Care - Pressures and Market Engagement**

- 6.1 Wigan Council is committed to ensuring care fees that continue to support high quality, sustainable and affordable provision. Underpinned by this commitment and in line with Wigan's well established annual process, a comprehensive consultation and market engagement exercise has been undertaken to update our understanding of the cost of providing care locally across the different market in areas, alongside the impact of inflation and changes in national insurance on future costs.
- 6.2 The Care Act also places responsibilities on local authorities for market shaping and ensuring a fair price for care, including a duty to promote an efficient and effective local market "with a view to ensuring that there is a variety of providers and high-quality services to choose from". Councils are required to have regard to guidance on minimum fee levels, whilst taking account of the local economic environment, market strategy and affordability.

- 6.3. Detailed cost information received from local providers through the consultation and market engagement exercise has been analysed and used to inform fee proposals. In Wigan, we took a pro-active approach to encourage and enable provider engagement, including the offer of individual support sessions. We have also continued to invite updated submissions from local partners after the deadline for information.
- 6.4 Despite this pro-active support offer, there is a small level of concern regarding the representativeness, consistency and quality of the cost information received from the care home market. Information was received from 26 homes. However, this includes submissions from only 13 of the 29 providers who operate care homes in the borough. There was also a higher proportion of responses received from larger, national operators and just under half of the submissions were from two providers.
- 6.5 However, the exercise for care homes has been successful in helping to identify cost increases whilst continuing to highlight the relationship between overall cost and individual business model decisions. Detailed staffing and pay information has allowed accurate modelling of the impact of inflation and the rise in the living wage, including the changes to employer national insurance contributions.
- 6.6 There is evident variation in the cost of delivering care and its comparison with contracted fee levels. As in previous years, premises and overhead costs were found to be significantly less in smaller, locally owned homes compared to those of larger, national providers. Ownership models including the adoption of sell and leaseback strategies continue to influence delivery costs and represents a risk to long-term sustainability for some parts of the market. As in previous years, there was no evident correlation between reported costs and quality.

## **7. Care Home Fee Proposals for Consultation**

- 7.1 Fee proposals for 2025/26 were presented to Wigan's care home forum on 27<sup>th</sup> January 2025 – for consultation and feedback by 10th March 2025.
- 7.2 Proposals have been informed by financial information returned by providers, alongside other marker factors and risks. Allowance has been made for current and forecast inflation, including the impact of increases in insurance and medical supplies costs.
- 7.3 As a minimum, fee proposals fully account for the announced 5% increase in the real living wage from April 2025 and also allow for a 5% increase in pay for management and head office staff to protect pay differentials. The proposals also account for the cost impact of the changes to employer national insurance contribution rates and thresholds from April. In recognition of the challenge in recruiting nurses, the proposed fee increases also allow for a 5% rise in nursing pay.

- 7.4 The proposals presented for consultation were a 6.4% increase in residential and nursing fees.

## **8. Home Care and Supported Living**

- 8.1 As in residential and nursing, a significant programme of transformation has been undertaken within home care and supported living around a reformed, partnership model of care to enhance quality and sustainability. The Ethical Community Living Framework has been used as a vehicle to develop a new model of asset-based commissioning, underpinned by the principles of community wealth building. Support is delivered under a neighbourhood-based model with strengthened community connection and focus on outcomes, helping people to remain as independent as possible in their own homes.
- 8.2 A consolidated fee position has been formalised through the ethical framework as an enabler to collaboration, rather than competition. Rates are determined through a pricing model co-designed with local providers, underpinned by an open book and partnership approach to cost that helps ensure fees remain both sustainable and affordable.
- 8.3 In line with Wigan's well established annual process, a cost of care exercise was undertaken for both home care and supported living to inform a review of local pricing models. Alongside cost detail, the exercise also requested information around travel and workforce. A pro-active approach to engagement ensured a 100% response from providers.
- 8.4 The results of the exercise validate current fees and help to model the financial impact of inflation and future pay increases for 2025/26. The exercise also reinforces Wigan's approach to commissioning and neighbourhood-based delivery, including:
- Evidence of a sustained reduction in travel time – helping to benefit costs, the carbon footprint and the quality and consistency of care for the people we support.
  - Around half of home care visits continue to be delivered through walking or cycling routes, opening up new career and employment opportunities in care for local residents who don't drive or have access to a car.
  - 86% of carers live in the neighbourhood in which they provide care, enabling enhanced community connection.
  - Ability to attract new people into a career in care with over a quarter of the home care workforce aged 25 and under.
- 8.5 The following fee proposals for 2025/26 were presented to the home care and supported living partnership forums for consultation:

Service	Current Rate (per hour)	Proposed Rate (per hour)	% Change
Home Care (Standard)	£21.24	£22.96	8.1%
Home Care (Virtual Visit)	£18.28	£19.76	8.1%
Supported Living (Wake)	£20.10	£21.60	7.5%

- 8.6 The proposals represent recurrent investment of £3.84m, which is contained within the approved budget envelope for 25/26. Fees paid for sleep-in support have been agreed with provider partners at £9.38 per hour to allow continued support for investment in care which has the biggest impact on the lives of residents we support and the income of our local care workforce.

## 9. Consultation Feedback and Response

### Home Care and Supported Living:

- 9.1 For both home care and supported living, all contracted providers fully engaged with the cost of care exercise. Fee proposals for 2025/26 were discussed at the respective partnership forums. Feedback from provider partners regarding the approach taken in Wigan and the investment proposals has been positive with no adverse feedback as to the reasonableness and sustainability of the proposals. There was absolute endorsement to continue to support the real living wage and the benefit on recruitment and retention in adult social care in Wigan.

### Residential and Nursing:

- 9.2 Care home fee proposals for 2025/26 were presented at the provider forum on the 27 January. Providers recognised Wigan Council's openness, transparency, and ambitious plans for the continued transformation of the market.
- 9.3 Proposals were welcomed at the forum and providers were also invited to formally feedback any concerns, alternatives or additional information over a six week period to the 10 March. There has been a limited additional response during this period.
- 9.4 One provider, Nugent Care, who operate Lime House care home has provided a response during the consultation period. The submission references anticipated cost pressures for 2025/26 with an increase requirement of 8% referencing the need to account for a 5% rise in the real living wage standard and the national insurance changes. We have reviewed proposals in response and are satisfied that the referenced increases have been fully accounted for in line with the figures provided. The provider was invited to submit any further information in support of their requested increase.

Two care home providers have responded during the consultation to acknowledge Wigan's transparent and fair approach, offering broad support for the proposals against the backdrop of increasing cost pressures.

- 9.5 In view of the consultation responses, the comprehensive financial analysis undertaken and the wider market position, the Local Authority is confident that the revised fee levels for 2025/26 support a quality and sustainable care home, home care and supported living market. All key inflationary pressures highlighted during market engagement have been accounted for in fee proposals. It is thus recommended that the fee proposals set out in this report are approved for implementation from Monday 31 March 2025.

## **10. Wider Investment and Transformation**

- 10.1 In parallel to recurrent investment in care fees required to ensure the immediate sustainability of local provision in response to inflationary pressures, a £1m Care Market Innovation Fund was made available in 2024. This was resourced from earmarked reserves to support the ongoing transformation and resilience of the local care market.
- 10.2 From the 35 applications which were received, the Council awarded funding for 10 innovative ideas which demonstrated ambition and aspiration, funding was allocated to 6 key areas:
- **Workforce:** supporting recruitment, retention and creating career pathways
  - **Capacity:** responding to changing demands
  - **Technology:** enabling care through tech solutions
  - **Falls management:** least restrictive, innovative approaches.
  - **Energy Efficiency:** creating greener, more sustainable homes.
  - **Building Independence:** supporting independence
- 10.3 Work is also continuing to develop new models of care and reform our all-age accommodation offer in the borough, including additional extra care capacity to reduce future demand on residential based care. Extra Care provision expanded throughout 2023 with the opening of Eldervale and Wharfdale, with a further scheme opening in Shevington in 2025.

## **11. Conclusion and Proposed Contracted Care Fees for 2025/26**

- 11.1 The care sector remains fragile nationally, exacerbated by the impact of inflation and challenges regarding workforce recruitment and retention. The local position is one of sustained quality and relative stability, enabled by our commitment to transformation and approach to quality improvement, commissioning and investment. However, risks continue to apply and require mitigation.

11.2 The report provides an overview of the continuous programme of transformation being undertaken and proposed investment in care fees for 2025/26, informed by a comprehensive process of engagement and consultation.

11.3 The proposed fees for approval by Cabinet are as follows:

Residential and Nursing Care:

Tier 1 - fee rates based on a formal commitment by providers to pay a minimum of the £12.60 Real Living Wage:

Banding		24/25 Fee (p/w/)	25/26 Fee (p/w/)	% Change
Residential	High	£719	£765	6.4%
	Specialist	£796	£847	6.4%
Nursing	High	£744	£792	6.4%
	Specialist	£810	£862	6.4%

Tier 2 – fee rates to support the payment of the £12.21 National Living Wage:

Banding		24/25 Fee (p/w/)	25/26 Fee (p/w/)	% Change
Residential	High	£701	£746	6.4%
	Specialist	£775	£825	6.4%
Nursing	High	£724	£770	6.4%
	Specialist	£789	£840	6.4%

Fees exclude Funded Nursing Care (FNC), which is paid in addition for people with nursing needs, at a level determined by the Department of Health and Social Care. For 2025/26, standard FNC rates will increase by 7.7%, from £235.88 to £254.06 per week.

Home Care and Supported Living (Ethical Framework):

Service	24/25 Rate (per hour)	25/26 Rate (per hour)	% Change
Home Care (Standard)	£21.24	£22.96	8.1%
Home Care (Virtual Visit)	£18.28	£19.76	8.1%
Supported Living (Wake)	£20.10	£21.60	7.5%

## Equality Impact Assessment of a Strategy

<b>Service:</b> Provider Management and Market Development	<b>Section:</b> Care Market
<b>Responsible Officer:</b> Joanne Willmott	<b>Name of strategy assessed:</b> Care Market Reform and Fee Settlement 2025/26
<b>Date of Assessment:</b> March 2025  <b>Officers Involved:</b> Joanne Willmott Jenny Yates	
<b>1. What is the purpose of the strategy?</b> <i>(Briefly describe the aims, objectives and purposes of the strategy)</i>	
<b>Aim:</b> The report demonstrates our approach to the annual fee settlement for 2025/26 for the care market which is based on our vision to transform the market to deliver increased quality and capacity and meet our wider aspirations for ethical provision and excellent outcomes for Wigan residents.  <b>Objectives:</b> To transform the care home market so that it is able to meet the future needs and aspirations of Wigan Residents  <b>Purpose:</b> <ul style="list-style-type: none"> <li>• To support our system wide strategic vision for the Wigan care market by providing an opportunity to invest in high quality services for residents with the most complex and challenging needs.</li> <li>• Key to this realignment is our recognition of the interdependency between residential and nursing home provision and the need to offer a variety of housing solutions that encourage self -reliance and independence.</li> <li>• To achieve our vision for the residential and nursing care market in Wigan, we are taking a cutting edge approach to market shaping, as part of the ongoing and overarching transformation of Adult Social Care and Health.</li> </ul>	
<b>2. Who are the key stakeholders?</b>	
Wigan Council Adult Social Care and Health– People Directorate Wigan Clinical Commissioning Group Wider Health Economy such as WWL Wigan Residential and Nursing Care Home Provider Market	



Wigan Home Care and Supported Living – Community Ethical Framework  
Partners  
Current Customer  
Families and Carers

**3. Are there any other documents/strategies linked to this strategy?**

Transforming Adult Social Care and Health  
Housing With Care Strategy  
Progress with Unity

**4. Which need/s is the strategy designed to meet?**

This report aims to rebalance the residential and nursing home market within Wigan so that residents are offered increased choice and quality.

It is designed to meet the challenge of long term demographic change particularly in the projected increase in the number of people with dementia.

**5. Has a needs analysis been undertaken?**

We have considered the demographic information regarding the existing and future population of elderly residents in the borough as well as the existing level of housing and social care needs amongst this age group. We have also considered the dementia prevalence rates and projected increase over the next 15 years.

The analysis of recent activity shows both an increase in overall placements and a disproportionate growth in placements within the “high category” reflecting the increased complexity of need of people requiring residential and nursing home care, alongside the need for a sustainable and resilient home care and supported living provision.

**6. Who is affected by the strategy?**

- Current and future residents accessing the care home market.
- Providers of the Wigan residential and nursing home market.
- Home Care and Supported Living Providers in Wigan

**7. Who has been involved in the development of the strategy and who has been consulted? State your consultation/involvement methodology.**

Local Care providers were invited to complete a workbook and submit details of the costs associated with delivering their service in October 2024.

Analysis of the data submitted allowed us to consider a number of different scenarios that reflected a fair price for care and would best support the recalibration and stabilisation of the whole market.

These proposals have been shared with residential and nursing home market on 27<sup>th</sup> January 2025



The consultation period closed on 10<sup>th</sup> March 2024

Initial feedback has been positive regarding our innovative approach to commissioning and market shaping.

Fee proposals for home care and supported living have also been underpinned by a comprehensive process of engagement and consultation. Proposals were initially presented to the home care and supported living provider forums.

Report presented to:  
Directorate Management Team

**8. What data have you considered for this assessment and have any gaps in the data been identified. What action will be taken to close any data gaps?**

Census demographic data  
Population projections - trend analysis  
Dementia prevalence data.  
Market Analysis

**9. What impact will the strategy have on all the protected groups?**

**Race Equality**

There is no significant impact foreseen. We are developing plans to increase culturally appropriate care across all providers.

**Disabled People**

Each care home will be responsible for meeting the needs of their residents. The proposals laid out within the report enables the market to meet the changing needs of their residents including disability.

**Carers**

We believe this report will have a positive impact on carers offering:

- ☐ Greater choice and control.
- ☐ Access to a wide range of options relevant to the needs of their family
- ☐ Reassurance for future support and possible changing needs of family members
- ☐ A clear commitment to develop high quality services for people with more complex needs including challenging behaviour within the borough.
- ☐ A clear focus to support people with dementia within the borough reducing the need to move out of borough for residential or nursing care.



<b>Gender</b>
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This report has identified the demographic changes within the Wigan population over the next 15 years. The trends indicate that more female residents will access residential and nursing care than males, in particular in the age range of 80+.
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<b>Age</b>
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Specifically, this report will impact upon those people accessing residential And nursing care although age restrictions do not apply the age range of people within this market is usually 55+
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This report has considered the trends of an ageing population within Wigan and the resulting projected dementia prevalence rates.

The stabilisation and reform of the market will enable providers to continue to support residents within their home whilst they may experience a change of need. This will result in residents not having to change homes based upon a change in their care needs and benefit from consistent support.

The report ensures that solutions reflect the Right care, Right place, Right time model. Key to this is that people will have a choice of care and support solutions which best meets their needs at the time in their life when support is needed.

<b>Armed Forces Personnel</b>
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We do not foresee any significant impact within this area
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<b>Religion or Belief</b>
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We do not foresee any significant impact within this area
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<b>Sexual Orientation</b>
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We do not foresee any significant impact within this area
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<b>Gender Reassignment</b>
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We do not foresee any significant impact within this area
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<b>Pregnant Women or Those on Maternity Leave</b>
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We do not foresee any significant impact within this area
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<b>Marriage or Civil Partnership</b>
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We do not foresee any significant impact within this area
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<b>10. What are your main conclusions from this analysis?</b>
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The report will result in positive impacts for Wigan residents resulting in increased choice of care and support solutions based upon what people want from the market.
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**11. What are your recommendations?**

This report and EIA present a positive approach to the development of the residential, nursing and care at home market in Wigan resulting in an increase in capacity and quality within the market.

Our recommendation is that cabinet approve the recommendations set out in the report.

**12. What equality targets and actions have you set based on the findings of this assessment? Please attach an action plan including details of designated officers responsible for completing these actions.**

This report will result in a positive impact on all people currently accessing or considering to access residential or nursing care homes within Wigan in the future.

There is no evidence of, or potential for unequal outcomes or disadvantage for those people affected by this report.

We have not identified any equality targets as a result of this assessment, however CQC will continue to perform a regulatory inspection function to the Market where equality issues will be identified. In addition, the Council's Quality Performance Team will also monitor equality related issues within the market on an ongoing basis.

Signed (Completing Officer):      Jenny Yates      Date: 4 March 2025

Signed (Director):      Joanne Willmott      Date: 4 March 2025