



I am writing under the Freedom of Information Act to request information on the number of referrals to residential care, by category as well as the number of providers within each category, who hold the necessary CQC registrations.

Please can you provide 12 months data (most recent full year available) in relation to adult residential and nursing care placements commissioned by Lancashire County Council as per the below.

- |   |  |
|---|--|
| 1. Care Category (as per Wigan MPS)   | Following clarification received - the information in the response relates to care home placements in Lancashire commissioned by Wigan for the financial year 24.25. Wigan does not hold the data to determine placements in Wigan commissioned by Lancashire. |
| 2. Number of referrals (last 12m) within each of the following care categories:<br>a. Residential (Standard)<br>b. Residential (Higher)<br>c. Residential Dementia<br>d. Nursing (General)<br>e. Nursing Dementia<br>f. Complex Care<br>g. Learning Disability<br>h. Other (please specify) | Residential -26<br>Nursing - 38<br>Learning Disability - 1   |
| 3. Number of providers with relevant registration   | Residential - 17<br>Nursing - 14   |
| 4. Average weekly fee agreed with LA (£)  | Residential £875<br>Nursing £1,025   |

If available, please also include any explanatory notes on how the categories are defined in your data (particularly where they differ from the Market Position Statement categories).

Wigan's client management system does not record different care categories within residential and nursing placements.



**Wigan**<sup>♥</sup>  
**Council**

# We Care About Care

The Adult Social Care Market in Wigan

Our Prospectus and  
Market Position Statement 2020-2030



V1 – October 2020  
Reviewed – July 2025  
Next Review Date – April 2027



## Foreword

### Cllr Keith Cunliffe

Deputy Leader and Portfolio Holder  
for Adult Social Care and Health.

**Wigan Council are extremely proud of the important job that our partner providers and the health and social care workforce do to support local people and families during the toughest of their times.**

We value everyone's ongoing commitment and contribution to a genuine, steadfast and exciting partnership with WWL NHS Trust, our providers, Wigan Council and NHS Greater Manchester Integrated Care.

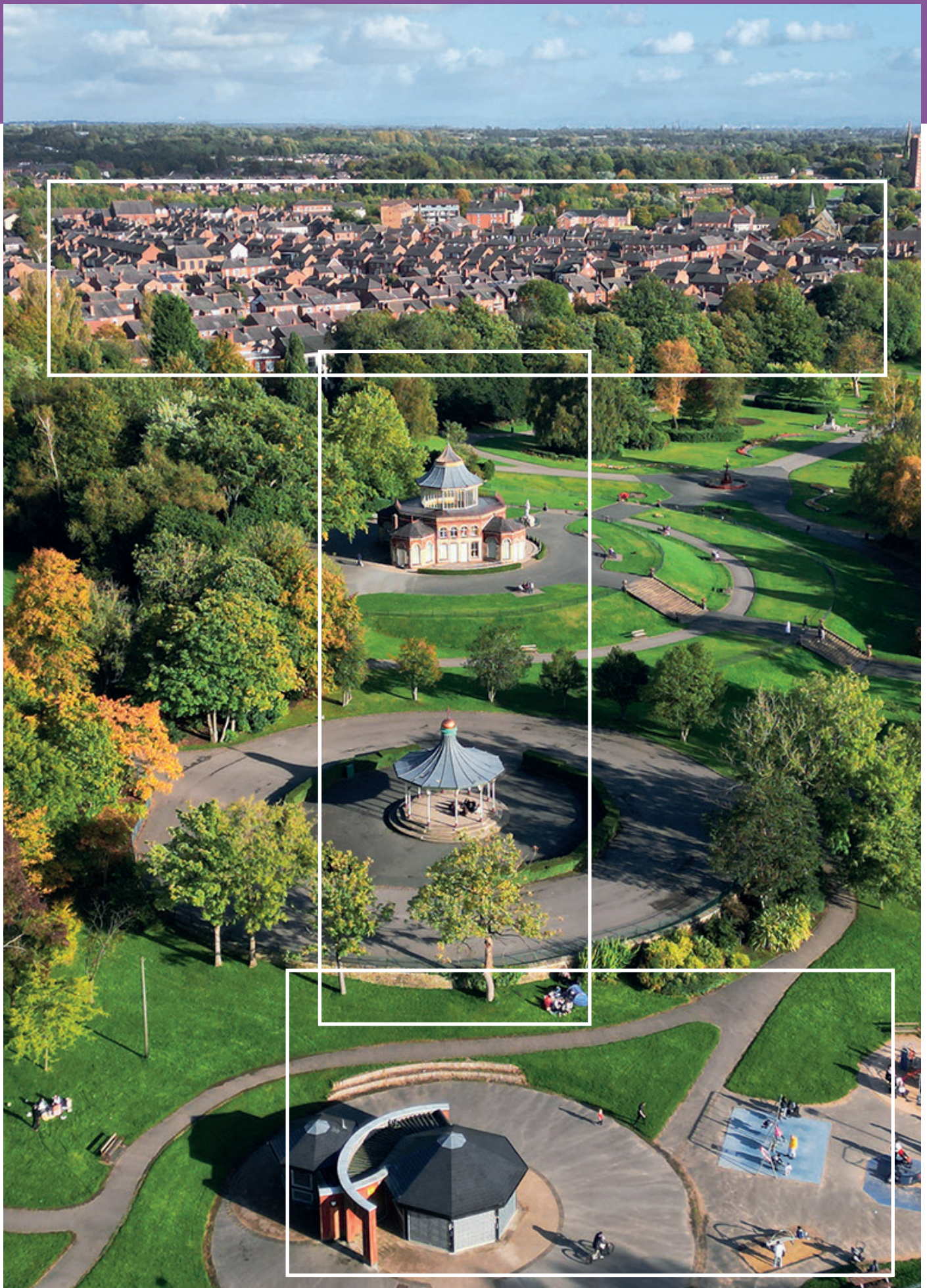
Building on our shared missions this Market Position Statement is intended to provide information for you to decide if Wigan is a good match for you as a provider.

What makes life and working here so special? Well, we're a proud and passionate people in Wigan Borough, proud of our heritage and who we are – open, honest, there for each other,

hardworking and clear about what we want to achieve. We're united by shared values and behaviours, focused on delivering the best quality of care and support to our residents, not only protecting vulnerable people when times are tough but also helping people to live their best life.

We have a strong commitment to building Community Wealth in Wigan using every opportunity to accelerate the widest possible investment from our local markets in to our communities and our borough as a place. If you are a proud ethical provider, driven by a passion to invest holistically in our local communities whilst delivering the best care and support, we hope that you are attracted by this introduction to Wigan and want to join us in shaping the very best, affordable and sustainable care and support for local people which makes a real difference to people's lives every day.









## Introduction

**Stuart Cowley**  
Director Adult Social  
Care & Health

**We Care About Care: This prospectus sets out how we work in Wigan Borough to help residents live their best lives. It captures our ambition, commitment and passion for brilliant care provision delivered locally by local people.**

We want to attract the very best providers of care and support for the benefit of our residents. We already have a strong health and social care market and we have been successful in attracting quality providers to work with us. We have achieved this through our 'ethical framework' which embodies our approach to working in true partnership with carefully selected care and support providers, all of whom share our values, principles, attitudes and behaviours and an absolute commitment to helping people to live happy and fulfilled lives. This Market Position Statement recognises Wigan as a unique place, and sets out our approach to supporting people to live well at home.

We are proud of the strength of our health and social care market yet we also know that the health and care needs of Wigan people are changing and becoming more diverse. Underpinned by the principles of Progress with Unity, we have worked together with our partners and our residents in producing this document and we recognise that people quite rightly have high expectations regarding an independent life in their local community, and want more control over their lives with good quality support built around their individual needs. Maintaining a sharp focus on supporting

everyone's unique needs and wishes is central to how we work in Wigan, better lives being our driving force. We aim to maintain a diverse range of high quality care and support services to meet such needs and ensure real choice is affordable and accessible.

This is where our Market Position Statement comes in. It is designed to contain information and analysis of benefit to providers, and potential providers, of social care and support services for adults in the borough of Wigan. It is intended to help identify what the future demand for care and support might look like, and to act as a starting point for discussions between us and those who provide services. This will include existing providers, those who do not currently work in the Borough or new start-ups.

Our MPS includes information that will help providers to:

- Plan for the future - it can help make decisions about which services to invest in for the future. It includes detailed intelligence on current levels of activity and forecasts future supply and demand
- Identify any gaps in the market
- Respond to new business opportunities – it can help understand customer demand

This document is, of course, only our starting point to engage with new and existing providers. Our Service Manager for Provider Management and Market Development with their team of Lead External Provider Managers would be very happy to hear from you if you wish to discuss any opportunities or would like further information. Please email the team in the first instance at [pmmd@wigan.gov.uk](mailto:pmmd@wigan.gov.uk)

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## Wigan as a Place

**Our residents are very proud of their borough and its parks, green spaces, sporting and cultural heritage and industrial history. Most of all they are proud of its people, their accents, good humour and personalities.**

At 77 square miles, Wigan is one of the largest boroughs in Greater Manchester and is the 9th largest metropolitan borough out of 36 in England.

The borough is the most north western in Greater Manchester and is made up of a number of proud towns and villages including Leigh, Ashton in Makerfield, Atherton, Aspull, Ince in Makerfield, Hindley, Orrell, Pemberton, Platt Bridge, Standish, Tyldesley, Golborne, Lowton.

With a population of 329,800 (projected to be 346,000 by 2030) Wigan is the second most populated borough of Greater Manchester, after Manchester.



Around two thirds of the borough is expansive countryside, with an impressive collection of beautiful parks, wetlands, canals and historical sites, including seven local nature reserves. Wigan Flashes, Pennington Flash, Three Sisters, Borsdane Woods, Orrell Water Park, Low Hall and Haigh Woodland park all contribute to making the borough a beautiful and environmentally rich place to live.

Whilst proud of our green spaces, Wigan also has a good road links to other major cities

including Liverpool and Manchester as well as an hourly train service on the West Coast Main line from London Euston continuing northwards to Glasgow Central.

Providers must have a deep understanding of Wigan as a place, a series of towns and villages and unique communities, demonstrating a commitment to contributing to local neighbourhoods and connecting people to all that they have to offer.

Wigan Flashes Local Nature Reserve



Pennington Flash Country Park



Lancashire Mining Museum at Astley Colliery



## How We Work in Wigan - Progress with Unity

### 2024 marked 50 years since our borough was formed when 14 proud towns came together.

We know that the world around us has changed significantly and the challenges and opportunities that our communities are living through requires a bold response. What is clear is our borough motto 'Progress with Unity'.

As a partnership between residents, businesses, public services and community organisations we have reflected deeply on what our strengths are - but also where we have not gone far enough or had the impact

we had hoped for. 'Progress with Unity' is a new movement for change for the decade ahead which is built around the successes and opportunities for our borough but also the lessons we have learned along the way. We have a unique and genuine commitment to work together as a collective for the good of the borough. The success we've had has come from our culture, behaviours and approach to working alongside our communities. Through 'Progress with Unity' we will strengthen the way we work through the following six tried and tested ways of working to achieve long-lasting change.

### We are stronger together when we...

#### See the person

Take a person-centred approach by putting people at the heart of every conversation, recognising their strengths and assets.

#### Listen deeply

Recognise that communities know best about what matters to them and design public services together.

#### Know this place

Focus on what helps prevent problems and connect up data and local insight to target when and where solutions are needed.

#### Connect to neighbourhoods

Place important services that span all generations close to where people call home and around our schools and GPs.

#### Do the right thing

Set the conditions for great ideas to flourish and for everyone to 'do the right thing'.

#### Show our love and pride

Show our love and pride for our work and borough and demonstrate this through our values and behaviours - Be Accountable, Be Courageous, Be Positive, Be Kind.

**Together we have achieved so much in the last five years, but it is now time to look forward to the future and think about our ambitions and plans to 2030.**

Adult social care is valued as a priority in Wigan. Not just because of the essential role it has in supporting and improving the lives of the most vulnerable in our communities, but also because of its potential to drive local growth and contribute to community wealth as an employer of over 9,000 people in the borough. We are extremely proud of our adult social care position and what we have achieved through the different and transformative approach we have taken in response to challenges such as demographic change, austerity and the pandemic. It's an approach

that has been underpinned by an asset-based way of working that has been adopted across adult social care and our partners to improve quality, outcomes and financial performance. This includes a permission to innovate that encourages new ways of working and supports our workforce to think differently. However, we recognise there is more we can do and that we need to continue to transform in response to the challenges that we, our communities and partners face. The pandemic and cost of living crisis has deepened inequalities across our borough, whilst continuing pressures on public finances and our ageing population may risk our ability to meet demand on health and care services in the future. We are responding to these challenges through our Progress with Unity Missions.

## Progress with Unity, A new era for Wigan Borough



### 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."*

**Health & Wellbeing Strategy**

**Civic University Agreement**

### 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 communities best, we will help each town and neighbourhood in the borough to celebrate and maintain their identity whilst understanding and helping to achieve what is needed to thrive."*

**Economic Strategy**

**Corporate Parenting Strategy**



## Progress with Unity Strategy Plan

### Progress with Unity is Wigan's new ten-year strategy (2024–2034), focused on:

- Fair opportunities for all
- Flourishing towns and neighbourhoods

It builds on the cultural strengths of the Wigan Deal while addressing new challenges like inequality, economic shifts, and the climate crisis.

### Foundations: The Wigan Deal

- Launched in 2012 as a response to austerity.
- Focused on a new social contract between the Council and residents.
- Emphasised asset-based working, staff empowerment, and partnerships.
- Created a strong internal culture with values like Be Kind, Be Positive, Be Courageous, and Be Accountable.

### Why the Shift?

- Despite successes, challenges like rising poverty, declining life expectancy, and employment issues prompted a strategic review.
- There was a need for clearer direction, better data use, and deeper collaboration.
- There was a need for a deeper focus on equality, diversity and inclusion.

### What this means for Services in Wigan?

Wigan Council's Progress with Unity strategy sets the direction for all partners and providers, including adult social care. Providers

are expected to align with the following principles, missions, and delivery approaches to ensure services are responsive, inclusive, and community-driven.

### Strategic Missions

#### 1. Fair Opportunities for All

- Address inequalities in health, finance, education, and environment.
- Promote independence and wellbeing across all life stages.
- Support community-led initiatives that enhance social connection and quality of life.

#### 2. Flourishing Towns and Neighbourhoods

- Deliver high-quality, person-centred services close to where people live.
- Empower residents to shape local services and decisions.
- Support regeneration, accessible transport, and inclusive housing.

### Ways of Working – Provider Expectations

Service providers must embed the following six principles into their practice:

- Listen Deeply: Co-design services with individuals and communities.
- Know This Place: Use local data and insight to target support effectively.
- See the Person: Deliver strengths-based, personalised care.
- Connect to Neighbourhoods: Operate within and alongside local networks and services.
- Do the Right Thing: Foster innovation,

flexibility, and ethical practice.

- Show Love and Pride: Uphold values of accountability, courage, positivity, and kindness.

### **Delivery Enablers for Commissioned Services**

Providers are expected to contribute to the following transformation priorities:

- Integrated Health and Care: Work collaboratively with the Healthier Wigan Partnership to:
  - Reduce health inequalities.
  - Transform local services.
  - Build a sustainable, skilled workforce.
- Neighbourhood Working: Deliver services that are locally embedded and responsive to community needs.
- Digital and Data Innovation: Embrace technology, AI, and data to improve outcomes and efficiency.

- Workforce Development: Invest in staff training, wellbeing, and leadership to support innovation and quality.
- Community Engagement: Actively involve residents and carers in service design, delivery, and evaluation.

### **Alignment with Supporting Strategies**

Providers should ensure their services reflect and contribute to the following borough-wide strategies:

- Health and Wellbeing Strategy
- Economic Strategy (Community Wealth Building)
- Civic University Agreement (Skills and Employment Pathways)
- Corporate Parenting Strategy (Transitions and Care Leavers)

Through 'Progress with Unity' we will strengthen the way we work through the six ways of working to achieve long-lasting change.



# Community Wealth Building and Social Value in Wigan Borough

## **In Wigan we use a progressive approach to procurement to ensure that the commissioning of adult social care and health services builds community wealth.**

The longer-term impact that the economic and societal effects of the pandemic present gives us an opportunity to bring about a transformational change and embed new social norms. Austerity was a stimulus to successfully change and transform our culture through The Deal. We now face a much bigger challenge. Without explicitly recognising it, elements of community wealth building have been present in our approach to date as part of the Wigan Deal and will be strengthened further with Progress with Unity. Our investment in community organisations, social enterprises and community businesses and our raising of standards in adult social care through commissioning differently via the ethical homecare framework have led to improved outcomes for individuals and communities.

Having got these great examples of community wealth building work in specific areas, we are now expanding our ambition, putting community wealth building at the heart of how the council operates. In partnership with all anchor organisations in the borough we will act to put our supply chains, our workforce and assets at the forefront of creating a truly inclusive economy and one which makes us more resilient for the future.

We are committed to ensuring that public money spent in Wigan has the widest possible

impact on the local economy, delivering wider social value for its residents. In this context we are particularly keen to attract and work with locally-owned providers and providers who employ, buy and invest locally. However we recognise and value the role of providers with an operating presence that reaches beyond the borough, but who are able to localise their approach as part of their social and financial commitment to Wigan as a place and community aligned with the principles of Progress with Unity.

We want to build a strengthened partnership of socially minded organisations characterised by:

- Business models which channel investment to local communities whilst still delivering steady financial return and profit.
- Employment strategies which promote recruitment in low income areas, inclusive employment practices, supported employment, apprenticeships, supporting unwaged carers and the Greater Manchester Carers Charter, decent reward and recognition packages and inspiring progression routes.
- Using local supply chains, small businesses, local enterprises for goods and services, as these types of businesses are more likely to support local employment and invest in local communities.

Community Wealth Building is very much at the heart of how we want to work in Wigan and there is an expectation that providers working with us will be committed to working with us in this way.

Our ethical homework contract has been described by Centre for Local Economic Strategies (CLES) as the best example in the country of reshaping commissioning on a community wealth building footing. Its principles of talking and listening to local and passionate businesses committed to Wigan Borough and its people is a model which can be applied across sectors and organisations.

One ethical provider which was successfully awarded a contract was Cherish UK. Peter Watson, chairman, said: "The way Wigan shaped the ethical homework contract with

organisations before going to market really showed the art of the possible. Being a part of what Wigan has created has been a win-win for Cherish.

We now have greater retention rates of local staff, more longer term employees and greater consistency. We have good relationships with other providers in Wigan as we no longer feel like we are competing against each other but are working together. We have cut down the need for staff to travel significantly and now have five staff travelling to clients on bikes."





## Change to Procurement Approach

# A values-based selection process

Following receipt of applications, we complete a thorough evaluation of bids



Authentic test of ethical practice, leadership, culture = assurance that this translates to frontline staff and customer experience



Commitment to the "I" Statements - What's important to Me



Questions are designed to examine their values and asset-based approach



Providers asked to include real life case studies



Providers are interviewed to evidence their skills, experience, values and behaviours



Decision making panel - range of representatives including social work insight, person supported/carer rep



Providers asked to bring front line staff and or person supported/carer representation as part of their team presenting



Engaging, explorative interview questions - are they a match for Wigan?



One in every three pounds of public money, some £300 Billion a year, is spent on public procurement.

We recognise that the way we spend our money and who we spend it with, contributes to the achievement of outcomes that can further life chances for residents, and we want to make sure that what we buy creates an overall positive impact on our people and communities.

If you're a supplier or business with a commitment to Wigan Borough, you may be interested in working with the Council and its partners on opportunities to build community wealth and add social value, through the delivery of contracts. We welcome opportunities to work with Small to Medium Enterprises, Community and Voluntary Groups, and the local 3rd Sector, via fair and transparent processes, to increase investment in our Borough.

With Wigan Council's new strategic approach Progress With Unity, there is a greater emphasis upon co-production in designing and delivering key services. This means delivering procurement that engages with suppliers in the relevant supply chains along with the communities we serve, at the forefront of procurement activity.

As a public sector organisation, Wigan Council works within a set of regulations known as the Procurement Act 2023 which were introduced on 24th February 2025. The regulations change how public procurement is carried out to improve the way supplies, services and works are procured for the public sector.

If your business currently, or intends to, work with the public sector, it is crucial that you familiarise yourself with the Act.



## Find A Tender Service (FTS), the Central Digital Platform.

An enhanced Find a Tender service (FTS) was launched on 24 February 2025 and is the central digital platform for public procurement. The Central Digital Platform is a single place for suppliers to register and upload key business information typically asked by Wigan Council and other public-sector bodies. It is also where all UK contracting authorities publish information relating to procurement.

The Central Digital Platform is the place for suppliers to find out what opportunities are coming along that they might wish to bid for, as well as details on contracts that have been let, how contracts are being changed and other useful information.

Wigan Council will still use The Chest procurement portal to advertise its notices, receive bids from suppliers and manage its procurement activities. However, it is important that suppliers register on the Central Digital Platform and provide their key business information, as this information will be needed as part of submitting their bid for tenders where this information is required.

- The Chest ([www.the-chest.org.uk](http://www.the-chest.org.uk)) - The Chest is the primary portal we use to advertise new tenders and for suppliers to submit bids for our tender opportunities. You will find full details of how to register, login and manage your account on the website. The site is also used by other public sector bodies across Northwest England.

**The Chest** North West Portal

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- Supplier Support
- Username/Password Reminder
- Register FREE

**Home**

Welcome to The Chest, the North West's Local Authority Procurement Portal.

The Chest has been created with funding from the North West Centre of Excellence to bring together buyers and suppliers making it easier for businesses to find out about new sources of potential revenue and to grow and develop to the benefit of the local economy.

Local Authorities in the north west currently spend between £6bn and £6.5bn each year on goods and services so they could provide long-term stability for local businesses.

Follow the **Current Opportunities** link on your left to browse north west opportunities, as well as opportunities for other areas across the UK.

Suppliers can register online via the Suppliers' Area to receive email updates on opportunities that match their capabilities.

Suppliers can reduce tendering costs by registering their interest in opportunities online.

**Already registered with ProContract?** - then there is no need to re-register to access North West opportunities.

**GOV.UK**

Tendering for public sector contracts

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## Healthier Wigan Partnership

**The Healthier Wigan Partnership (HWP) was established in April 2018 and is a partnership of Health and Social Care providers in the borough with an ambition to join up the way that we deliver services.**

We want to improve services for local people, support people to be independent, to be in control of their own lives and ensure we have a health and care system that is affordable for the future.

We are here to help people live happy, healthy and fulfilled lives by improving and integrating our direct health and care services and tackling the determinants of poor health in a holistic and joined up way. Our ambitions stretch further than traditional health related services, we want to give our children and young people a better start in life, help people live longer and healthier, use the strengths and assets of our local people and communities to build resilient local communities where people can flourish and enjoy their lives.



## Maintaining and Improving Quality

**We contract with a market of almost 300 providers to deliver social care and support at a cost of over £159m a year.**

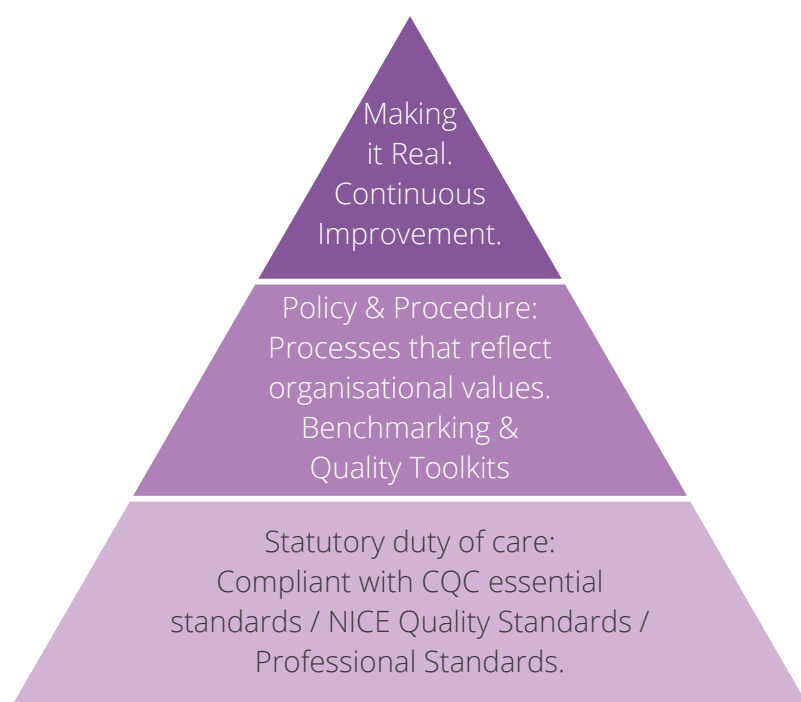
It is essential that we can be confident that this care is high quality, effective and responsive to care needs, promotes independence and supports the outcomes that people want.

A rigorous approach to quality assurance is the foundation stone for this diverse and flourishing market, an approach which celebrates excellence and relentlessly challenges poor practice, driving up quality and exiting poor providers from Wigan.

The Adult Social Care Integrated Quality Assurance Strategy outlines the key principles and structure through which the quality of

services are defined, measured, celebrated or improved.

This approach to quality assurance and market shaping in Wigan, is founded on excellent customer experience and cementing quality assurance as everyone's business. In essence the model is based on partnership working with a much wider group of people, capturing feedback and intelligence from all of the people who have either a professional or personal relationship with a provider, using a holistic assessment to inform quality assurance and working intensely with providers to raise quality.



Embedded within all service specifications are the expectations of the users of care and support services. This is usually in the format of a series of codesigned 'I statements', clearly articulating what Wigan residents want to see and experience from compassionate, high quality care and person-centred support. These statements form the basis of various

customer satisfaction feedback tools, testing out the reality of their experience against their clear expectations. The insight gained is used to provide feedback to providers and others, celebrating where they are delivering the best care and support and working together and responding proactively to areas for improvement.



## Customer experience is fundamental to us...

We are passionate about capturing and describing our customers' expectations in a way that means we can make a difference to people's lives everyday through a shared vision and approach. For example, below are the co-designed ethical homecare customer expectations and I-statements.

1

I want you to turn up at the time we agreed and give your best at every visit.

2

I want you to be pleasant and friendly and help me to be at ease in my own home.

3

I want to feel in control of my care and support. I want to know whom is supporting me and to have a say about whom and when this will be.

4

I want you to take your time with me, be careful and patient. Don't make me feel rushed.

5

I want you to get to know me well and enjoy meaningful conversations with me, take an interest in my life, my family, my friends, my past and my future.

6

I want you to focus on me when you are in my home. I don't want you to talk over me with another care worker or be on your mobile phone.

7

I want you to help me to be safe, happy and healthy in my home and community, using your common sense and flexibility to make this happen.

8

I want you to be well trained and able to support me safely.  
I want to trust and be confident in you when you are supporting me.

9

I want you to respect my privacy and keep information about me confidential.

10

I want you to know me well enough to recognise when I am feeling unwell, acting early so that I have the best chance of getting better quickly.

11

I want you to find out about what makes me 'tick' and support me to maintain and find new interests and activities.

12

I want you to support me to live a life beyond my home, maintaining friendships, making new relationships and sharing my skills and interests with others.

## Specialist Quality Assurance Support

**Sitting within the Adult Social Care & Health Directorate of Wigan Council is the Provider Management and Market Development Team. This includes a team of Quality Performance Officers (QPOs), split into market areas, each led by a Lead External Provider Manager.**

The Quality Performance Officers undertake diagnostic work with providers to identify areas for development and energetically engage with the sector to embed improvements. Quality assurance is everyone's business, allowing the proactive use of a wide range of intelligence. We work closely with National Inspection Bodies and Regulators such as the Care Quality Commission and Ofsted, sharing information and working collaboratively to address poor standards of care. Concerns are addressed quickly and robustly, and consistently poor providers will be exited from the market.

We have a provider market that is wholly engaged with us as a Council and with each other offering peer support. We hold quarterly provider forums in most market areas which are extremely well attended and providers are willing to share their experiences both good and bad and any ideas that improve services for everyone. A true spirit of collaboration and co-production exists in Wigan and we welcome providers who want to work in the same way.

### Sally's story

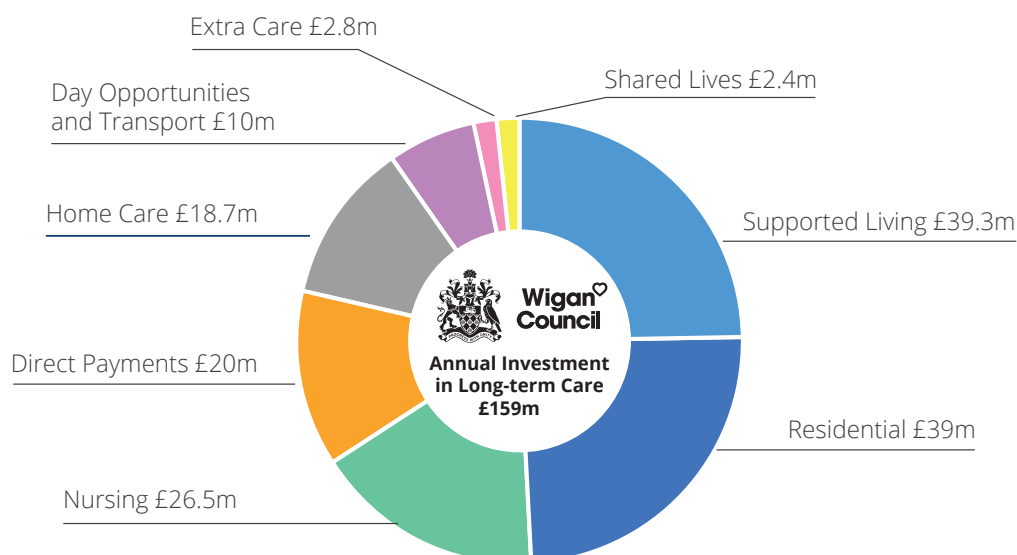
Sally receives regular homecare visits. Sally's daughter visited her mum at lunchtime and noticed she was still in her pyjamas. Her carer hadn't turned up that morning and it wasn't the first time.

Sally's daughter contacted us to raise her concerns. Our team contacted the homecare provider who then worked with their staff member to investigate why this had happened. The carer advised that she had been making the morning calls, but Sally hadn't let her in on two occasions over the last few weeks.

Our team then chatted to Sally. She told us that the 8.30am visit that was booked in was too early for her as she enjoyed a lie in and so wasn't answering the door. We could then arrange a later call in the morning so that Sally got her lie in and was happy to be helped to dress, ready for the day

## The Council's Investment in the Market

**In the financial year 2024/25 Wigan Council invested Circa £159 Million on care and support packages for approx. 5,000 individuals.**



The financial climate for local authorities and adult social care at a national level has been challenging, since austerity in 2011. The volume and complexity of people requiring care is continuing to increase, against a backdrop of reducing resources, workforce challenges and a rising cost of care. This will be further exacerbated by the changes to National Insurance in 2025/26.

However, in Wigan, we have taken a different and transformative response to the challenge of austerity and demographic change, meaning we remain relatively well positioned to respond to future challenges.

£33m of efficiencies have been secured across adult social care and health since 2011 simultaneous to improving services, outcomes and resident experience via reform, rather than cuts – investing in local communities, innovation and prevention to build resilience

and reduce dependency on long-term care. We aim to build on this approach in partnership with our providers to meet any future challenges through the Better Lives programme.

In Wigan high quality, sustainable care is viewed as a pre-requisite component of an effective, integrated health and social care economy able to support residents to live well and as independently as part of the community and away from acute settings.

We therefore remain committed to incrementally investing in a fair price for care as a foundation for the ongoing transformation and reform of care in Wigan, ensuring fees continue to support an affordable, and sustainable local care market aligned with Progress with Unity missions and ways of working.



## Supporting our providers

### | How we work together

There is a commitment from Wigan Council to not only pay the established sustainable and affordable fees but to also deliver on an offer of training and opportunities to further develop staff skills to achieve greater outcomes for individuals:

- Training includes safeguarding, moving and handling, dementia champions, cancer champions, flu champions etc.
- Opportunities include: the development of Community Circles enabling people to

remain connected to their community, the Active Care Homes offer partnering with Be Well to keep people more active and upskill staff in being confident in achieving movement and engagement with people, an oral hygiene programme and more.

There is a culture of building on people's assets and talents and shifting away from what does this person need me to do for them to a position of what can they do for themselves.

### | Provider Forums

Provider forums are an opportunity to open a dialogue between the Wigan Council and providers and help ensure the market is responsive to changing needs of individuals, including local care provision. As well as being an opportunity for the Council to share information and provide support to providers,

forums are an opportunity for providers to network, raise questions and bring fresh ideas to discussions.

To find out more about Provider Forums in Wigan please contact the PMMD Team via Email at **[pmmd@wigan.gov.uk](mailto:pmmd@wigan.gov.uk)**

## Demographics in Wigan

### Trends - 4 key headline facts for demographics

Wigan Borough is home to around 339,174 people, living in 143,100 households.

Wigan Borough has an estimated population of 65,502 people over the age of 65. This number is predicted to increase to 74,400 by 2030.

81 years  
– life expectancy for females (Eng. Av 83.1)

77.4 years  
– life expectancy for males (Eng. Av 79.6)

#### **Projected NO CHANGE:**

16 – 64 year olds by 2030

#### **Projected INCREASE:**

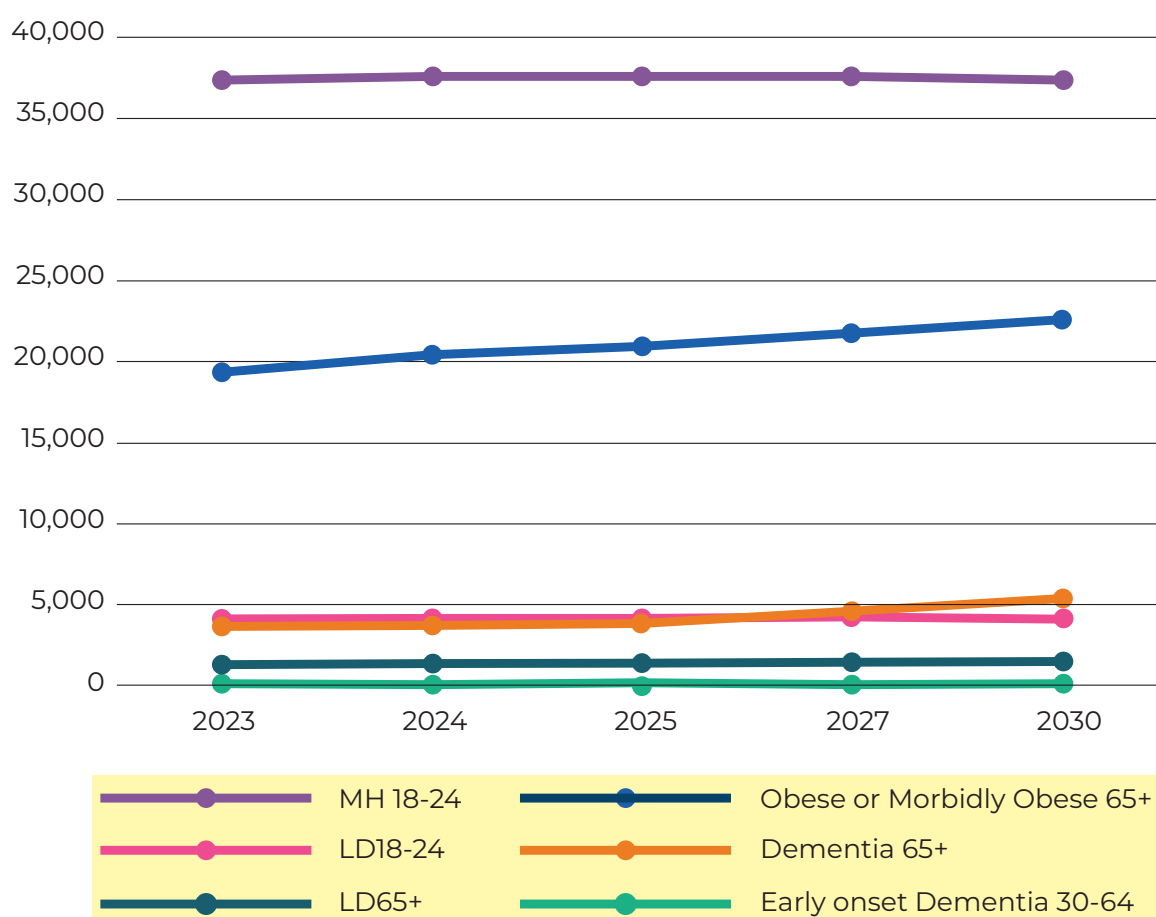
13% of 65 and overs by 2030. 30% of 85 and overs by 2030

4,261 over 65's with dementia to increase to 5,037 by 2030

## Older people aged over 65

Demand for care and support services in Wigan for over 65s is anticipated to increase significantly over the next decade and beyond as people live longer and this part of the population grows by 20%. As illustrated in the graph below, as people are living to advanced years, they are more likely to be living with health needs and conditions associated with an increased risk of disability and limited mobility, especially for those aged over 85. Furthermore, the levels of obesity within the over 65s of Wigan is set to increase significantly by 2030 bringing increased health and mobility issues for those people.

### Population predictions to 2030



Source: POPPI and PANSI

We therefore expect over the medium term significantly greater numbers of:

- People living alone with an increasing risk of social isolation, loneliness and depression.
- People with dementia, other long-term conditions, and with multiple and complex needs.
- Unpaid carers, looking after family members, friends and neighbours, many of whom will be older people who may have their own health or care needs.



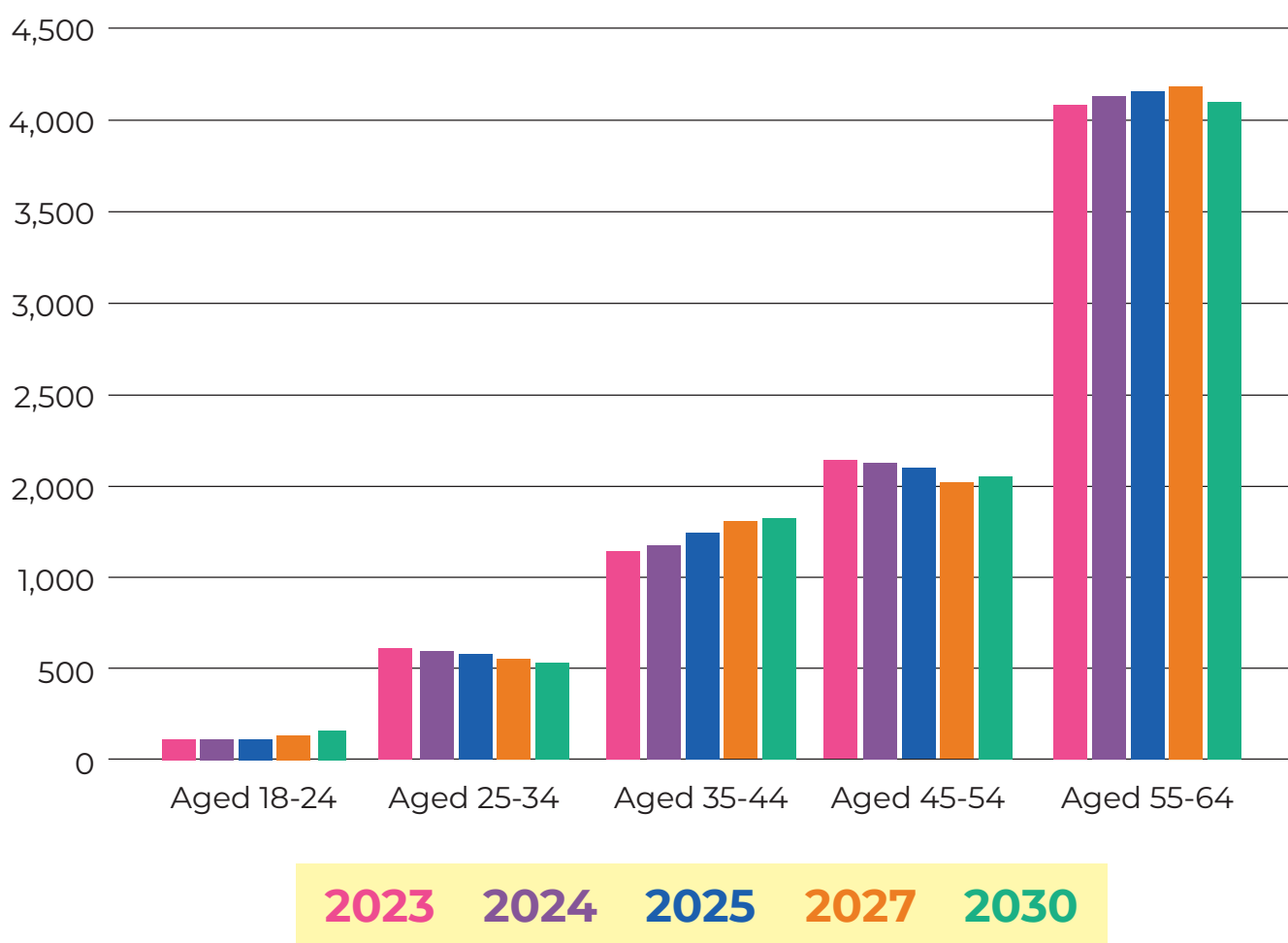
## Physical disability 18-64

The graphs below are based on the prevalence data on adults with physical disabilities requiring personal care by age in the Health Survey for England, 2001. These include: getting in and out of bed, getting in and out of a chair, dressing, washing, feeding, and use of the toilet. A moderate personal care disability means the task can be performed with some

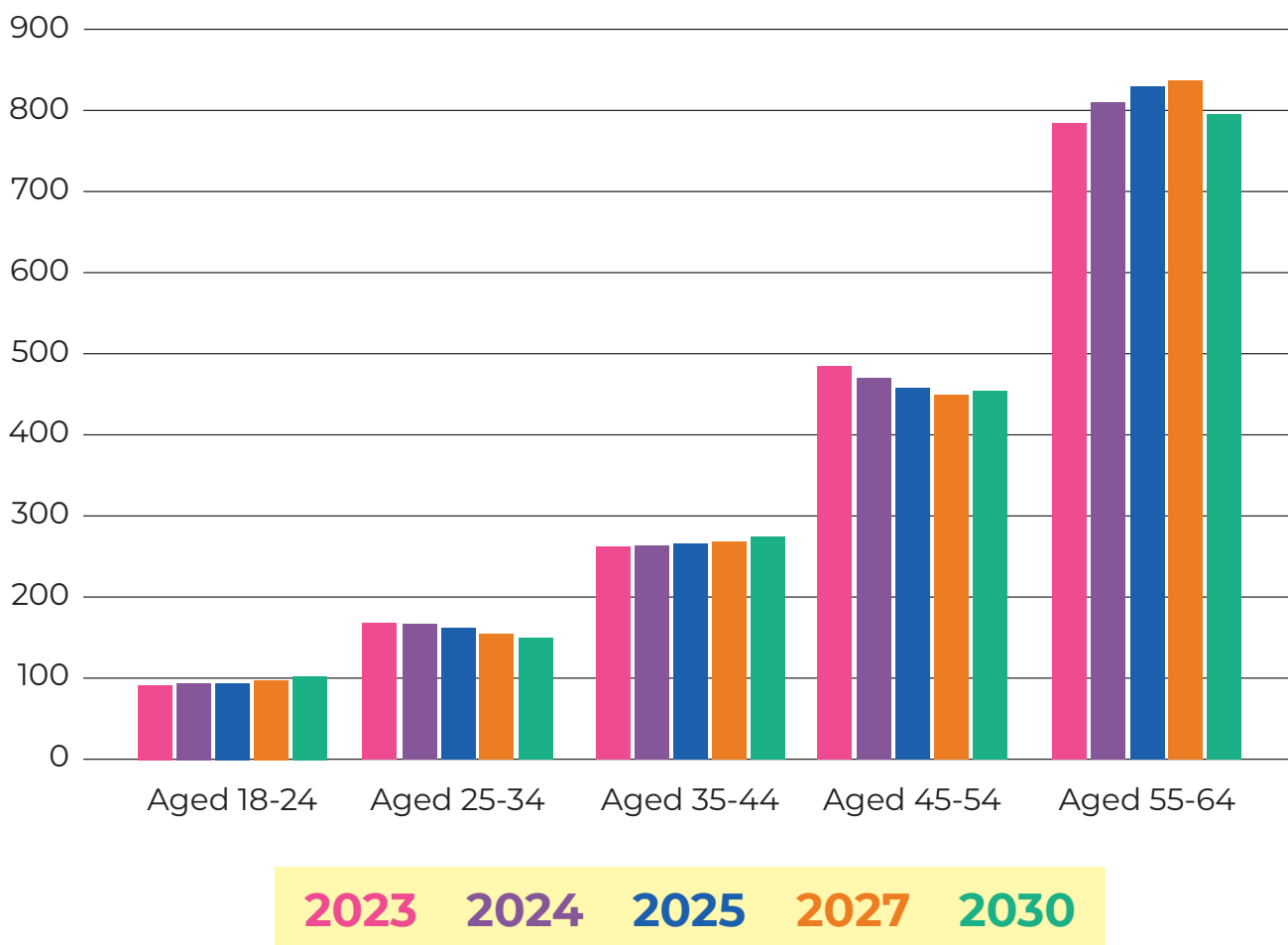
difficulty; a severe personal care disability means that the task requires someone else to help.

It is estimated there may be almost 9,938 people with a moderate disability and a further 3,761 with a serious disability. This figure is predicted to remain fairly stable by 2030.

**Number of people predicted to have a moderate personal care disability aged 18-64 (Source: PANSI)**



### Number of people predicted to have a severe personal care disability aged 18-64 (Source: PANSI)



## Sensory disability

There are **1,475 people registered blind** or partially sighted in Wigan. 63% are 65 years of age or older. **225 of these people have an additional disability** (63% of these relate to a physical disability of being hard of hearing).

There are an estimated 5,821 people living with moderate to severe sight loss in Wigan.

**The majority of people are aged over 65. By 2030, it is projected there will be 6,540 people in Wigan living with moderate to severe sight loss, an increase of 12%.**

## Learning disability

The number of adults with a learning disability accessing care and support services is expected to rise by 3% by 2030 due to welcome improvements in life expectancy for people with learning disability. People with a learning disability aged over 65 however will rise by more than 13%. It is likely that there will be a greater proportion of young adults transitioning to adult services who also have complex needs.

Due to the rise in the older population of people with a learning disability, there is likely to be a greater number of people

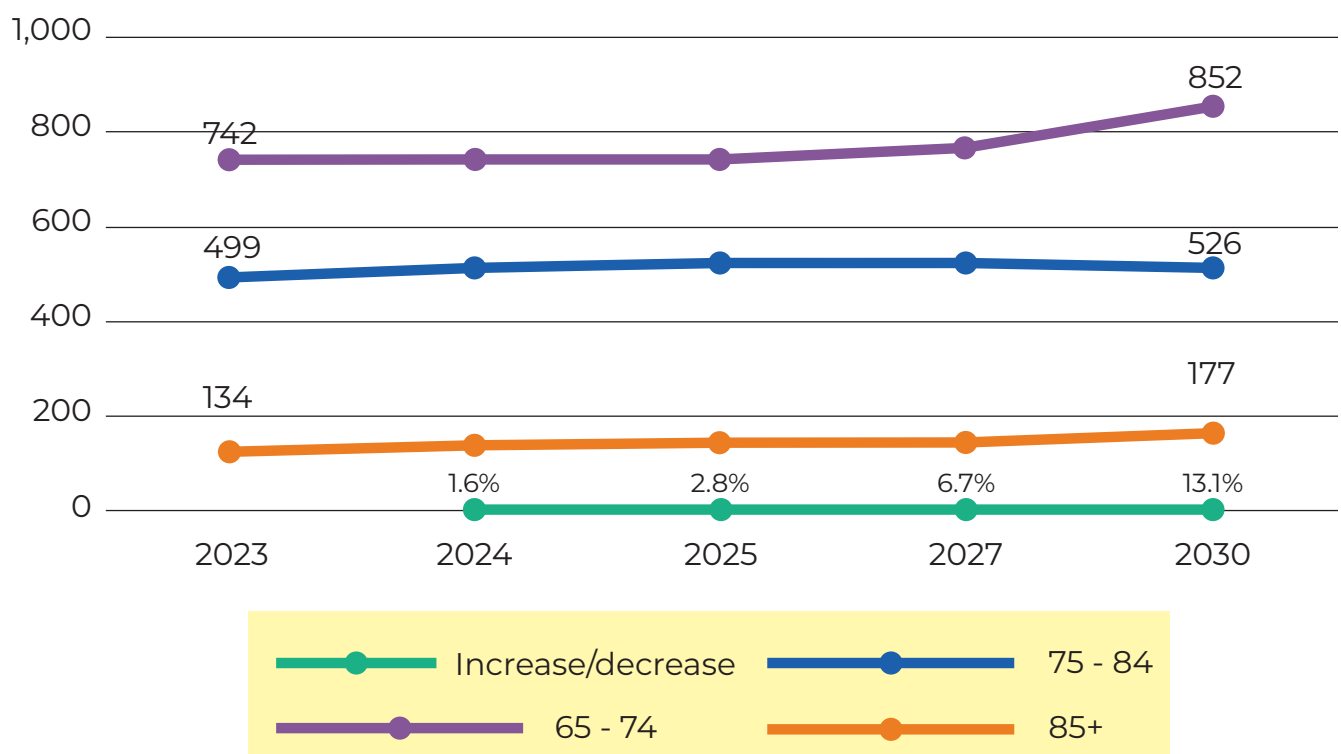
with additional physical disability and also with dementia. Services will need to be able to respond to the changing needs of this population with appropriate accommodation, care and support solutions.

## Autism

In Wigan, an estimated 1,978 adults aged between 18 and 64 are believed to have an autistic spectrum disorder, as well as a further 632 aged 65 and over.

Whilst the number aged between 18 and 64 with autism is expected to remain stable in future years, the number over 65 is expected to increase by 14% by 2035.

**People predicted to have a learning disability, projected to 2030 (Source: POPPI and PANSI):**





## Mental Health

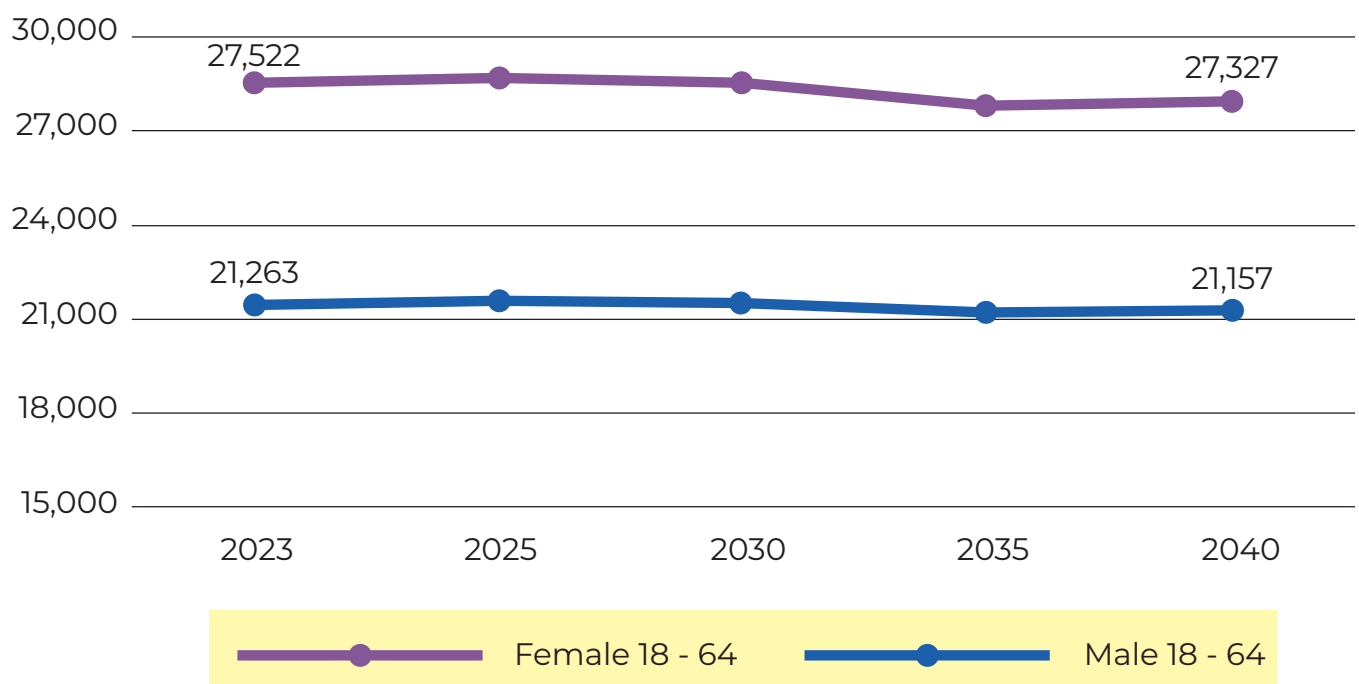
In the context of the recent pandemic it is difficult to predict with any accuracy, but it is expected that there will be a rise in demand for mental health support services.

Quite often, people have contributory factors to their mental health however such as alcohol and substance misuse, homelessness, poverty, etc which can be complex to support. Services

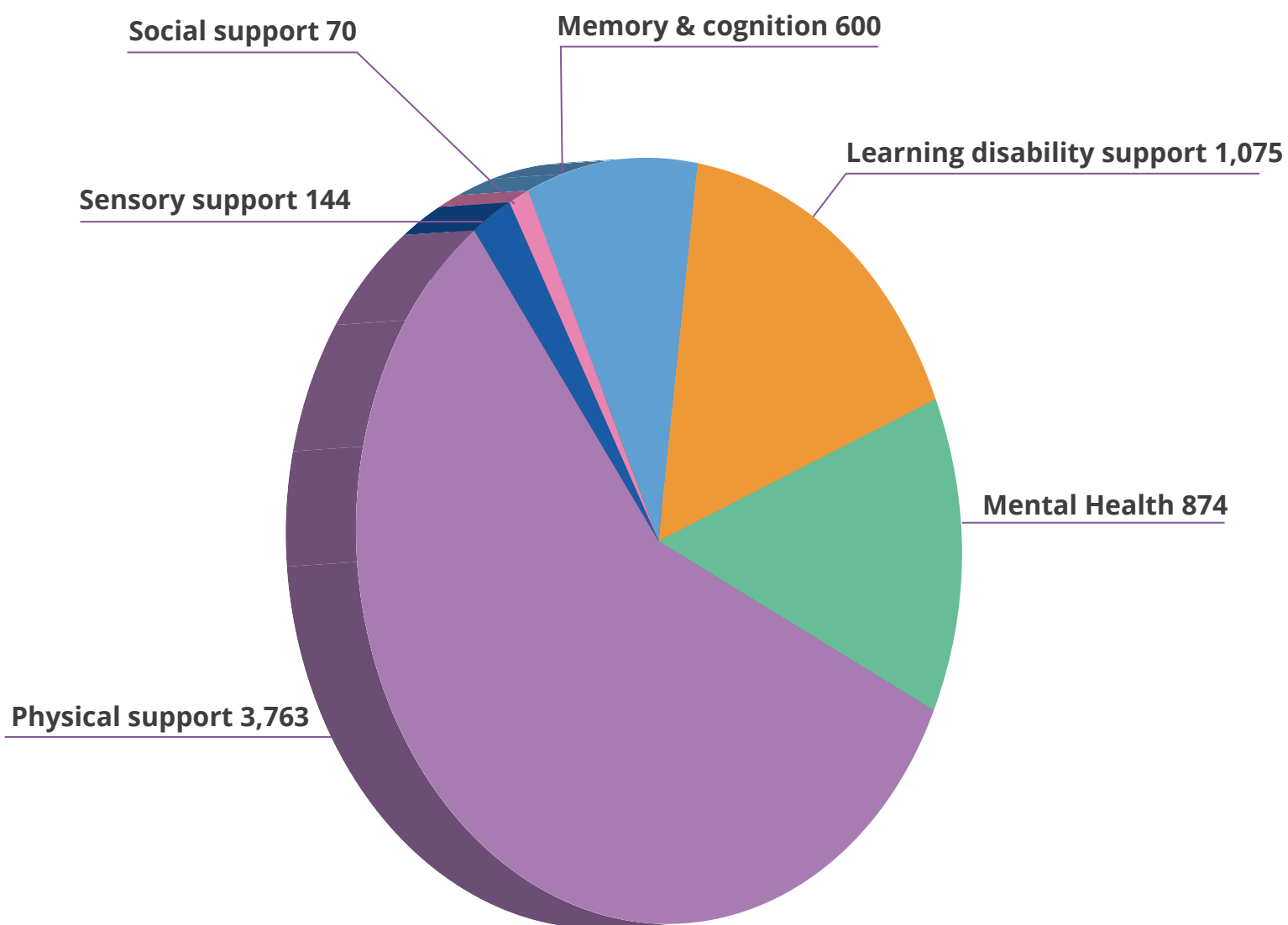
will therefore need to support people with a mental health problem in a holistic way.

Prior to the pandemic the graph below illustrates a consistent demand for mental health services; in the context of Covid-19 it is difficult to predict with any accuracy however it is expected that demand for support services will increase.

**People aged 18 - 64 predicted to have a mental health problem, by gender, projected to 2040 (Source: PANSI)**



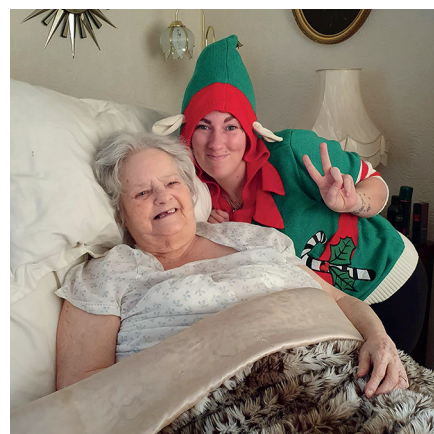
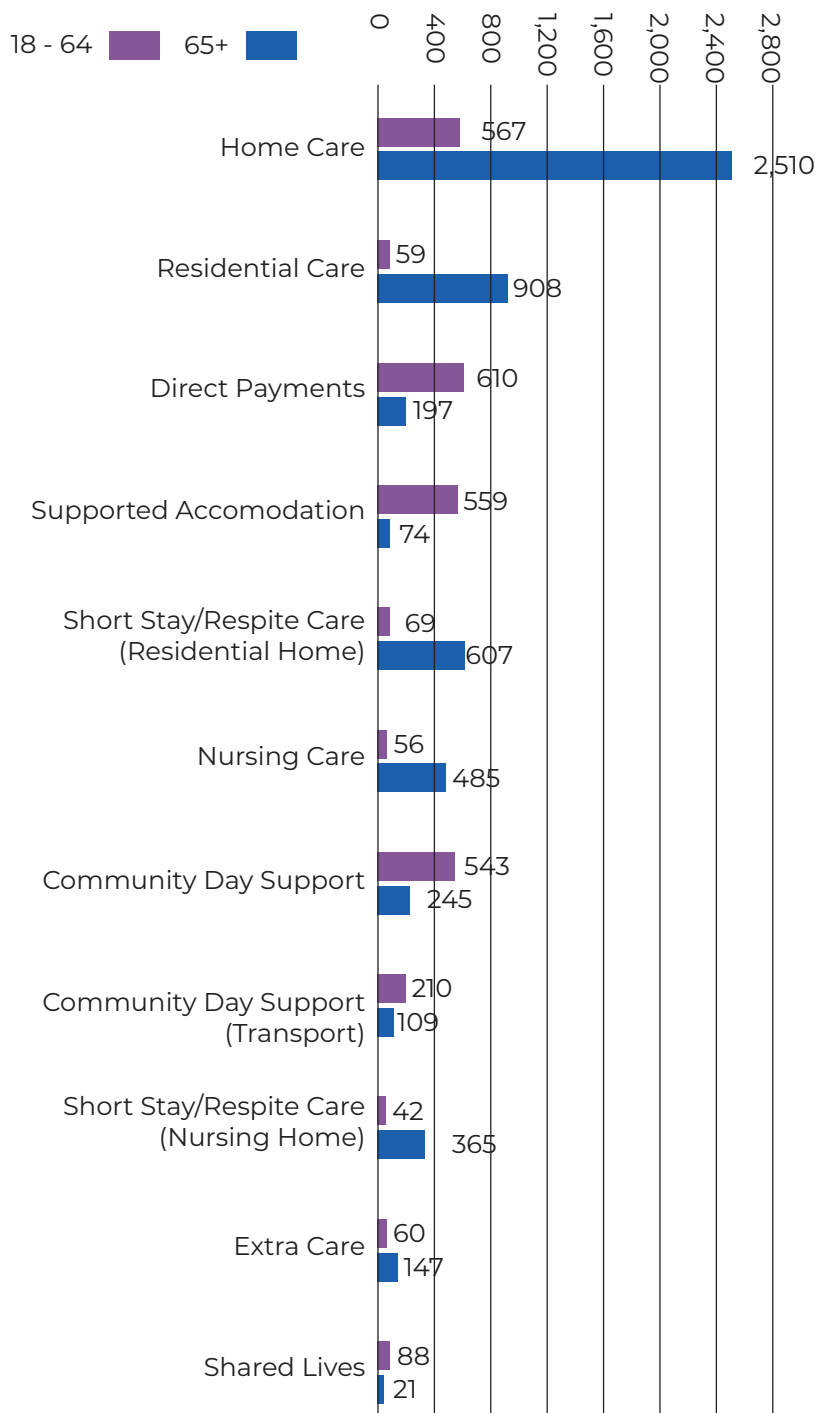
We currently support circa 6526 individuals who require some form of health and social care support, the chart below breaks this down to an individual's primary support:



During the year by 1st April 2024 to 31st March 2025  
by primary support need

**We support people in a range of services shown below.**

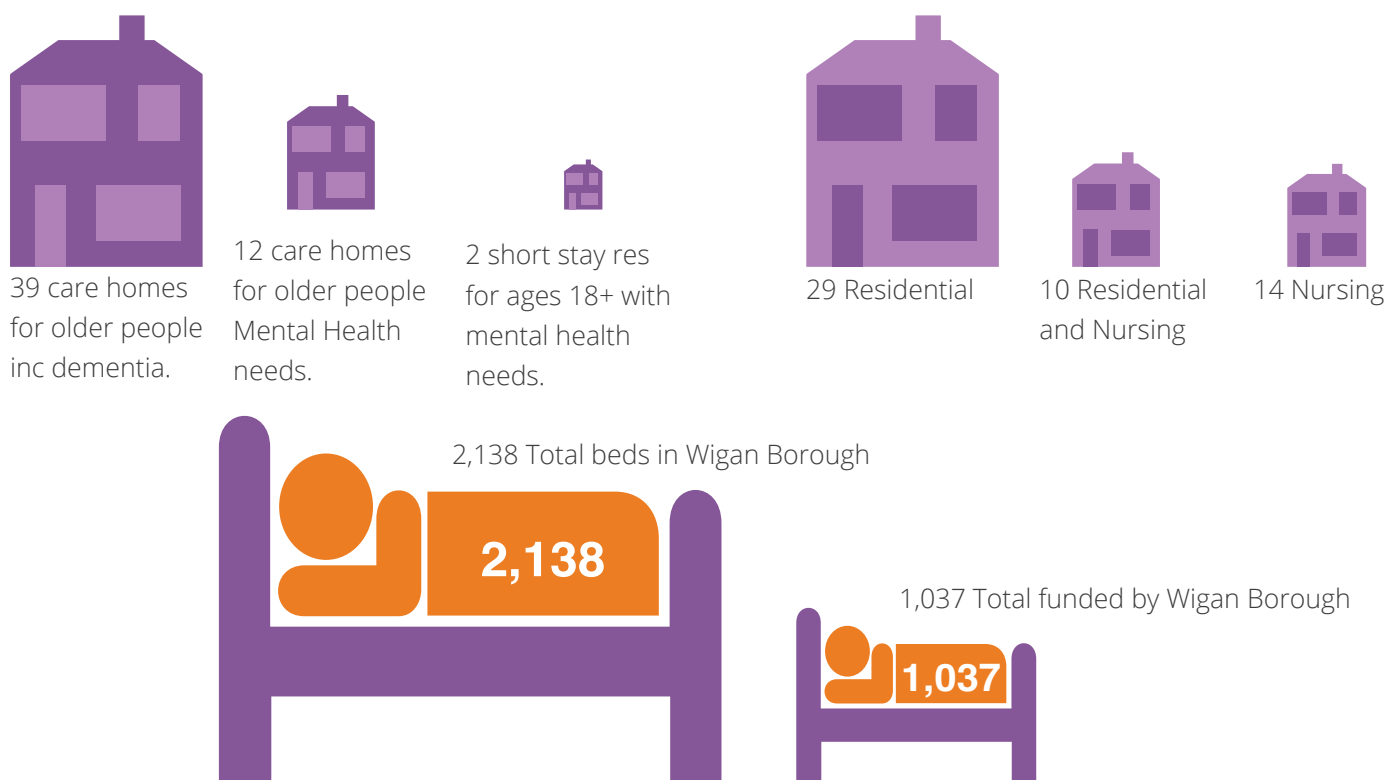
**Support Breakdown 1st April 2024 to 31st March 2025**



## Market Areas

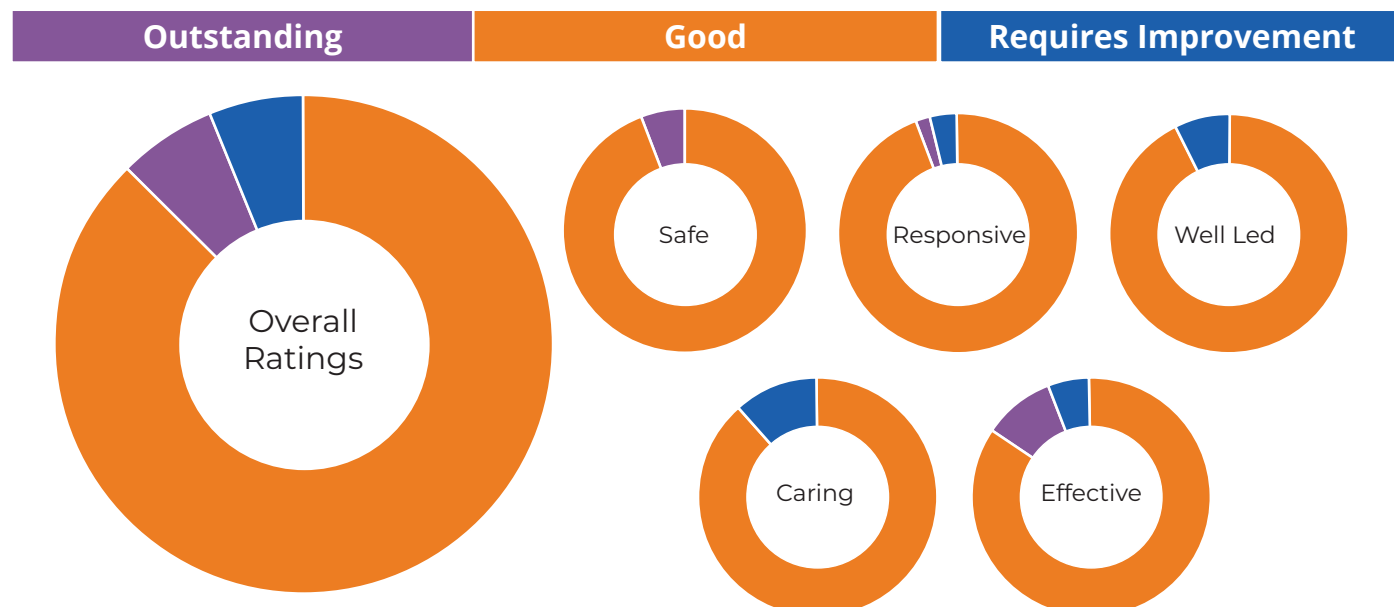
### Residential and Nursing / Extra Care

#### Current Position - Residential/Nursing



#### Quality of our homes

##### Good experience translate into ratings





## Extra Care

Wigan defines Extra Care as accommodation and support which builds and preserves an individual's independence, health and wellbeing. It is preventative in nature, delivered in environments which are intuitive and immersive. Wigan's Extra Care focusses on community living – connecting to the people, places and things that individuals love. It is flexible and responsive to a wide range of needs, providing inclusive care, enrichment and accommodation. We work with operators who demonstrate innovation, strong and effective leadership and enthusiasm to help shape and deliver our vision, providing the highest standard of care and support.

We currently have 289 beds across 7 schemes (Elliot Gardens, Little Lane, Wickham Hall, Wharfdale, Eldervale, Elmridge Court and Meadowview), and is an expanding market.

## Challenges

Individuals requiring a care homes setting have increasingly complex needs, this may include being at a high risk of falling or displaying behaviours which can be challenging.

The type of care home provision in high demand in Wigan is specialist in nature, and requires care and nursing teams with the right experience, training and skills to meet individuals with more complex needs

Although complex provision has increased in Wigan, and 94% of Care Homes in Wigan accept Wigan's agreed care home rates, there are still some placements being made out of area above Wigan's agreed rates.

As Wigan has an outstanding ethical home care offer, and an expanding and diverse Extra

Care offer, Wigan will only place individuals in residential and nursing care when needs cannot be met appropriately by less restrictive, home-based care and support options. This means the greatest demand for nursing and residential homes is for increasingly complex and specialist needs.

Recruitment and retention of appropriately qualified and experienced auxiliary, care and nursing staff.

## Intentions & opportunities

Residential and nursing care will be focused on more complex health and behavioural needs. We want to ensure there is a good balance between demand and supply with appropriate use of this type of care and support.

We want to improve and further develop Extra Care services to appropriately meet the care and support needs of those people who may have previously entered more general residential care, including those living with cognitive conditions like dementia.

We want to explore how we move away from more traditional models of Extra Care so we can deliver a responsive offer which caters to a wider spectrum of age and needs.

We want to develop and upskill providers to equip them with the skills necessary to meet the needs of increasingly complex presenting behaviours.

We know that the over 65 population living with dementia will increase by 80% by 2030. We would like to work with existing and new providers to increase residential and nursing specialist dementia capacity within the borough.

Dual registration of care homes is welcomed.

This helps to ensure that a person does not have to move to another care home when their needs change.

We want to explore respite opportunities for older individuals, looking at moving away from traditional models to include access to bookable respite which will support family carers to plan breaks in advance. We'd like to offer this opportunity in a number of community settings including care homes and extra care settings.

Wigan are committed to tackling inequality, anchored by the Progress with Unity Missions, we are working with ethical operators to ensure that care home and extra care provision is inclusive for all, recognising the changing demographics of our borough and ensuring that services are accessible, appropriate and diverse.

## Care Home 2030; a plan for radical reform

Wigan's population is changing; advances in healthcare, and the provision of effective quality social care provision has led to Wigan having the oldest population and the highest percentage of people aged 65+ in Greater Manchester – a celebrated position which has led to the careful consideration of future models of care and accommodation for older adults in the borough.

Supporting people to live happy, fulfilled lives is at the heart of the Healthier Wigan Partnership and is a guiding principle of provision available for Wigan residents at each step of their life.

For over a decade Wigan has embedded the principles of asset focused support within its services. Fundamental to this approach is the focus on good lives, not just good services. This approach represents a shift in power and decision-making, supported by Wigan's Progress with Unity Missions, enabling a more

meaningful relationship between the Council and the individuals it serves, delivering quality support and maximising independence.

Commissioning, planning, designing and delivering care in Wigan focuses on the person, with services demonstrating how they respond to individuals rather than provide a 'one size fits all'

In addition to authentic partnerships and meaningful service improvement strategies, Wigan Council has focused on market innovation, making innovation funding available to care settings to deliver transformative ideas and new ways of working. Innovation funds have been developed to respond to provider feedback, investing in quality, sustainable capacity, workforce, tech, falls prevention, energy efficiency and building resident independence

Care Home 2030 is Wigan's vision for the future of care for older adults, it provides a blueprint for radical reform over the next 10 years.







## Home Care

### Current Position

We have radically transformed the way that we deliver home care in Wigan. Our home care providers are key players in a network of services that support people to live in their own homes in their chosen community. They have a leading role in joining up provision and linking with other local services including community-based resources.

Home care providers work in their own dedicated neighbourhoods as can be seen on the map opposite. This allows more time caring rather than travelling and widens the opportunities for paid carers who walk, cycle, drive and use public transport.

This place based commissioning supports asset based working and connecting people to their communities and interests, as well as providing

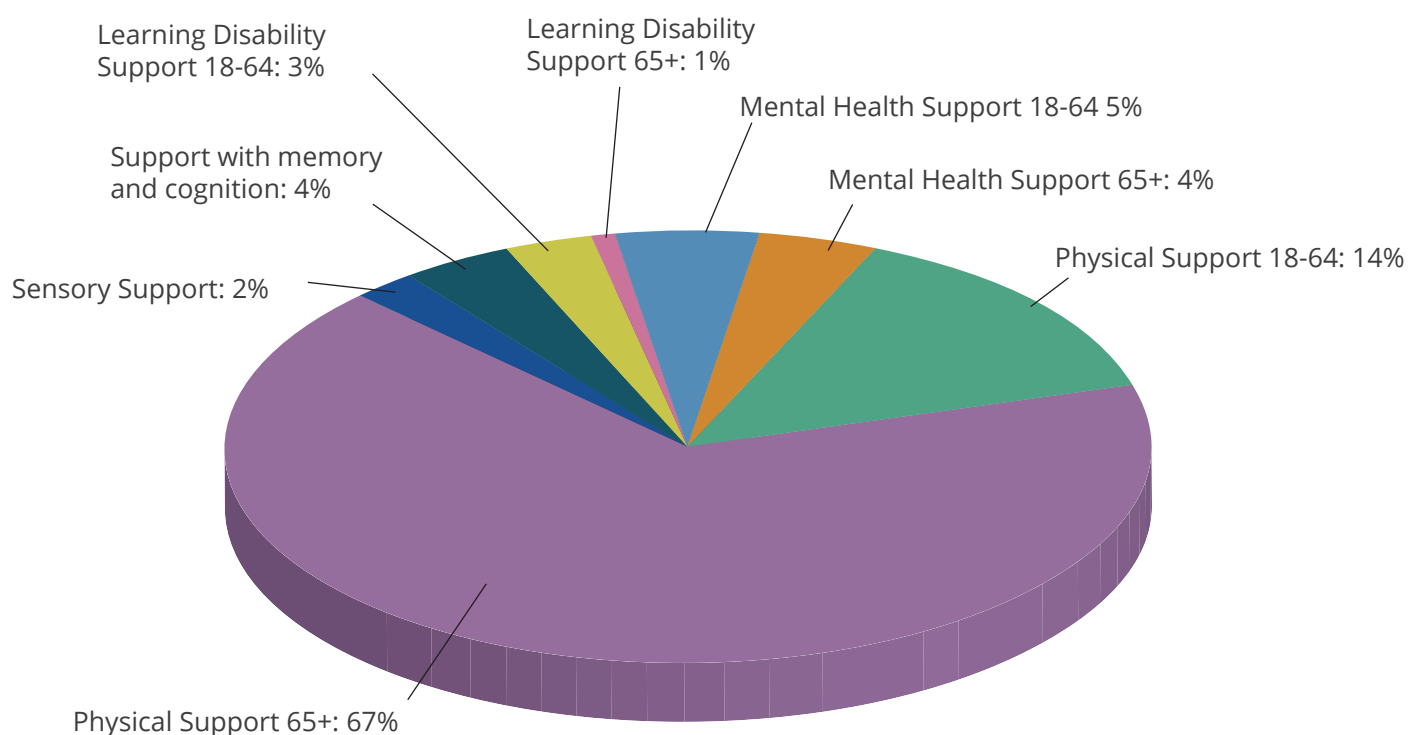
a strong foundation for the delivery of Progress with Unity missions.

Providers have also embraced value-based recruitment – looking at local people and recruiting people who have an asset-based approach and passion to work in the care market rather than just looking at experience and qualifications.

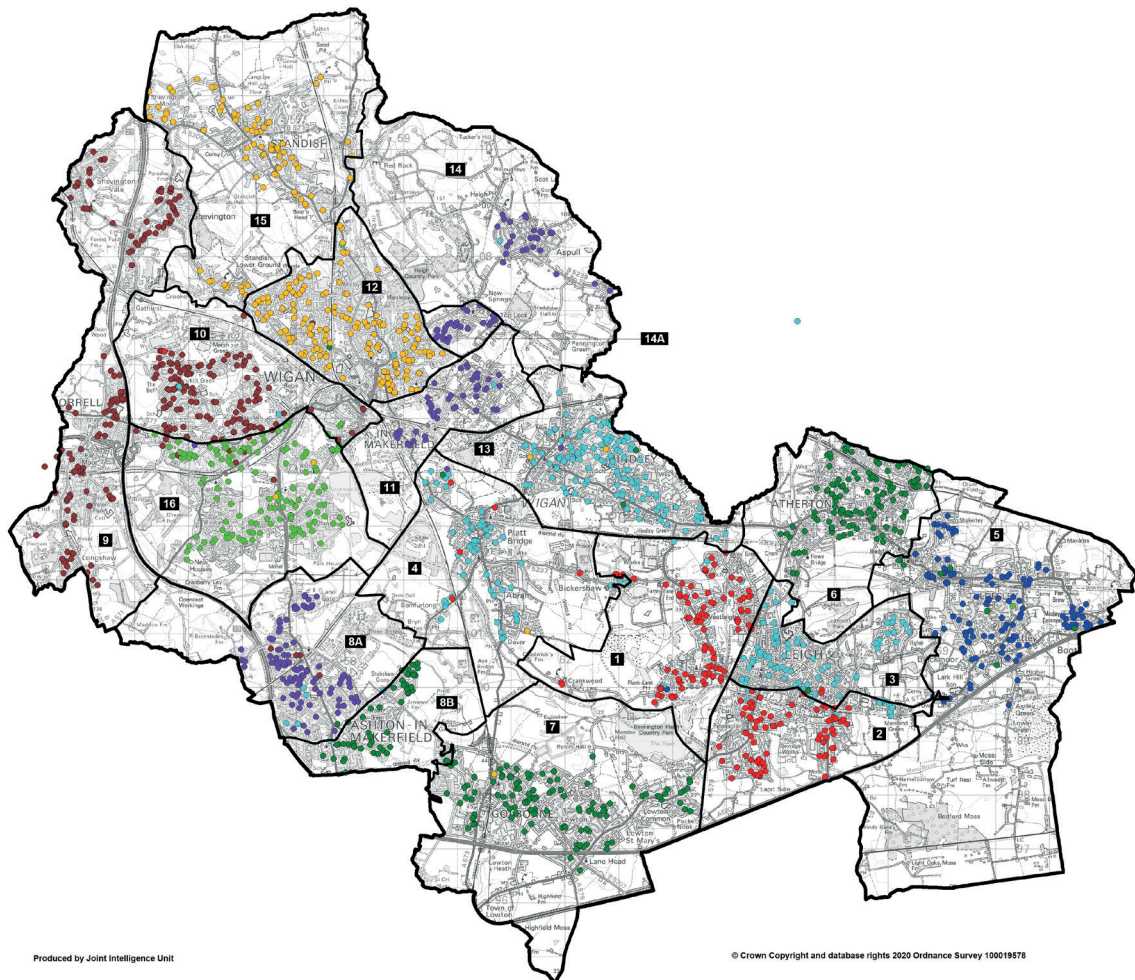
We seek good and effective relationships with all providers. By working closely together and sharing best practice and training we will build and maintain fruitful relationships beneficial to our residents. We also look to work with innovative, open-minded providers to continually evolve and develop our care provision.

We commission services which are efficient for both the hospital and community.

### Home Care investment by Primary Support Need



## Ethical providers

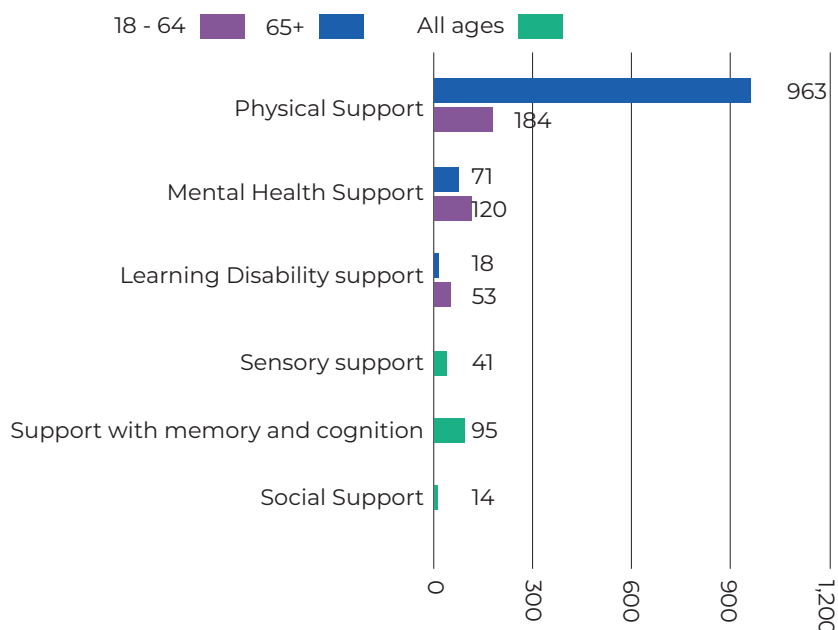


All ethical providers are selected through a robust asset based procurement tender process to ensure they deliver services that;

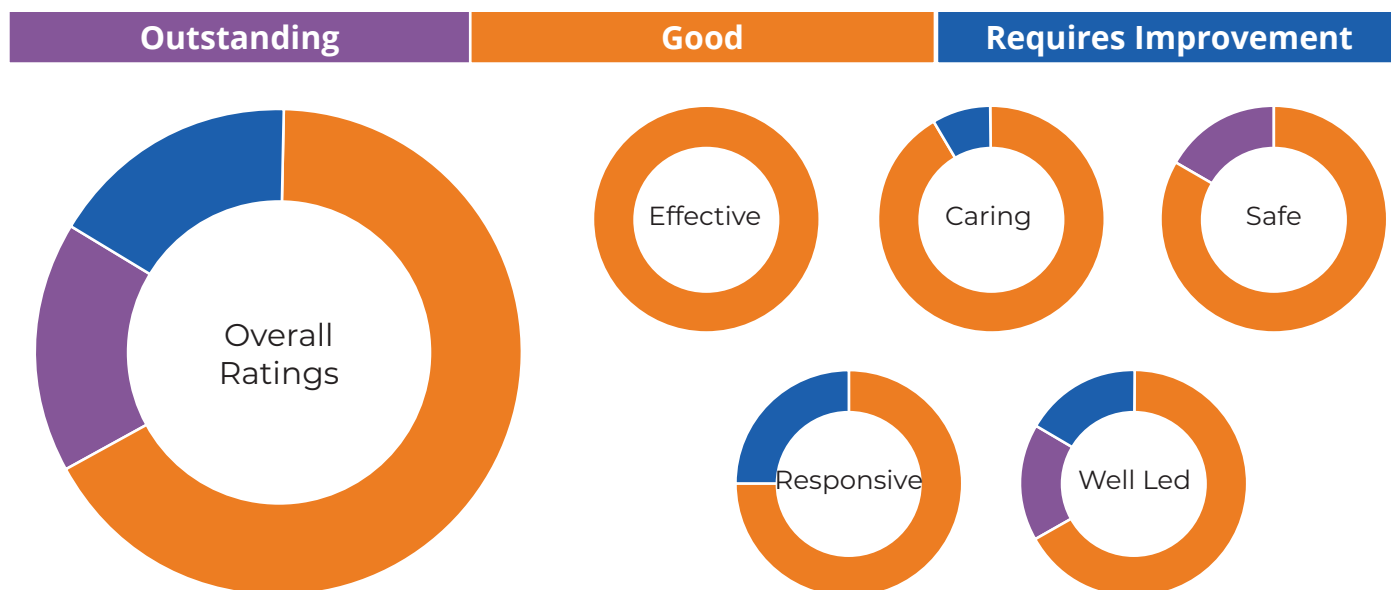
- Build on the assets and strengths of individuals, families and communities to increase resilience and confidence
- Connect people with their local communities and wider support networks, supporting interests and self esteem
- Work across traditional health and social care boundaries, to ensure better experiences/outcomes for customers and their families
- Take a holistic approach and supported the wider aspects of an individual's physical and mental wellbeing e.g housing, leisure and social isolation
- Use technology to support customers to be independent and in control
- Support and develop a skilled and compassionate workforce
- Deliver an excellent quality of service which is valued by the customer and their families

We currently have approx. 1,559 people receiving a form of home care.

### Home care support need as of 25th May 2025



### Good experience translate into ratings





## Challenges

An ongoing challenge within the care and support market is the recruitment and retention of high-quality staff, who embrace an asset-based approach that puts the people they support at the heart of all that they do.

Recruitment and development of high quality staff who genuinely care about the people they support is a priority for us and we are proud to see our vacancy rate in Wigan reduced to just 3% this last year (source: Skills For Care).

There are many reasons why the market struggles to retain staff. A recent Skills for Care report identifies 4 key areas that will support the recruitment and retention of new staff. They are;

- Improve the image of the sector as a good place to work
- Value based recruitment
- investing in staff learning and development
- Positive working culture that values and listens to staff

Through local demographics we can project a higher demand for more complex care packages across the borough.

This is due to an ageing population and as people live longer they are more likely to have ongoing health conditions that will result in the need of some care and support at home.

## Priorities

We want our home care providers to focus on rehabilitation and enablement, reducing the need for ongoing support wherever possible in line with our Promoting Independence strategy.

This is at the heart of our new model of care in this market.

Through the challenges identified we can identify what is needed within the market. Through evidence-based research we now know that we need some focus in the following areas;

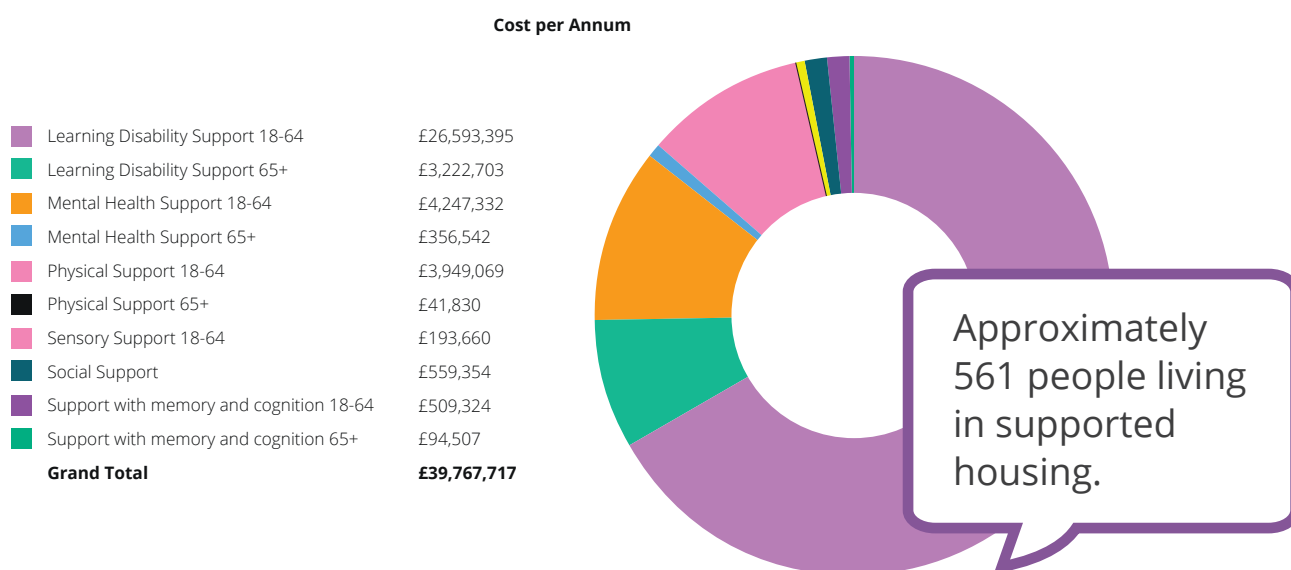
- Recruiting and retaining staff
- Reduce the number of aborted calls
- Focusing on outcomes
- Work with providers that are asset based and offer care and support focusing on outcomes that will enable individuals to increase their wellbeing, remain independent and connect them to their communities.



## Supported Living Services

### Current position

Wigan Council have a long and proud history of providing good quality supported housing and care to those residents who need additional support to remain living in their own homes. Wigan have provided this type of care and support since the late 1990's in various types of accommodation situated across the borough in ordinary types of houses in ordinary streets and neighbourhoods.



66

Our vision is for people in Wigan to be able to live as independently as possible in their own homes, in the place where they want to be with their families and networks around them.

We want to ensure people live in the right type of home for their needs, in the right place and with the right support.

We believe that people with even the most intensive and complex health and social care needs still should have a range of choices open to them and be supported into service models which continue to maximise their independence and support their continued involvement in existing social networks.

99

Supported living is generally registered under Domiciliary Care by CQC. Our Quality Performance Officers work closely with our providers to maintain and raise quality of services in a true partnership approach.

## Priorities

Our current provision has grown organically and we want to maintain and improve the offer of Supported Living across the Borough by building on what we already have and enhancing it with further options of newer properties that can provide a home for life, taking advantage of modern designs and new technologies that can further enhance people's lives and maintain their independence at home.

We have engaged very closely with our providers and our residents of supported living and their families to understand their needs and aspirations for supported living. They told us that clusters of supported living properties in an area supported by the same provider would be useful in providing consistency of support and help providers manage services by allowing them to understand the community in which they are supporting people much better too. This approach has shaped how we commission, and the current contracts are let on a place-based model.

Over the past 10 years, working with Registered Providers and developers, we have developed a wide range of supported housing options in vibrant places where people are active contributors to truly

inclusive communities. We wanted people to have a place to call their own but with the security and reassurance of support being on tap. As a result we have created 304 additional units of accommodation ranging from bungalows, shared houses, clusters of houses and apartment style living. We want to speak to developers and providers who share our vision for supported living with a view to developing homes for the following needs:

- **People with learning disabilities:**  
The priority is for people who require a more specialist service. We want these to meet the needs of people who need more oversight and support whilst ensuring they are not seen as stigmatised or separate from their neighbours. We would expect any properties to be close to local facilities and transport links.
- **People with mental health problems:**  
We are interested in exploring a combination of self-contained one-bedroomed, shared and supported models of multiple units. There is also, a need for transitional accommodation to support service users moving from residential care to full independence as well as the need to develop an offer for people with Dual Diagnosis.



## Day Support

### Current Position

Taking part in meaningful day opportunities is a valued source of support for many people. It enables people to engage in a wide range of activities to develop or maintain independence, obtain new skills, consider employment or volunteering opportunities and develop relationships benefitting physical, mental health and wellbeing, enabling people to make a positive contribution to their community.

Since 2014 there has been a radical shift from a historic, traditional building-based model of support (circa fourteen Council operated 'Day Centres') to a rich and vibrant community-based, asset-focused delivery with only four Council operated building-based services remaining.

Day opportunities are currently available across Wigan Borough for a range of individuals including older people, people with learning disabilities, autism, physical disabilities and for people with mental health support needs. Provision across the Borough is delivered by a range of different providers, including 4 internal to the Council as well as 40 external providers – 11 of these are on our Ethical Day Opportunities Provider Framework.

There are approximately 756 individuals being supported by a day opportunity, however, they are predominantly used by adults of a working age and those with a learning disability account for a significant proportion of total users.

Across the Borough there are  
44 Day Opportunities Providers  
commissioned

11 of which are on the Ethical  
Framework

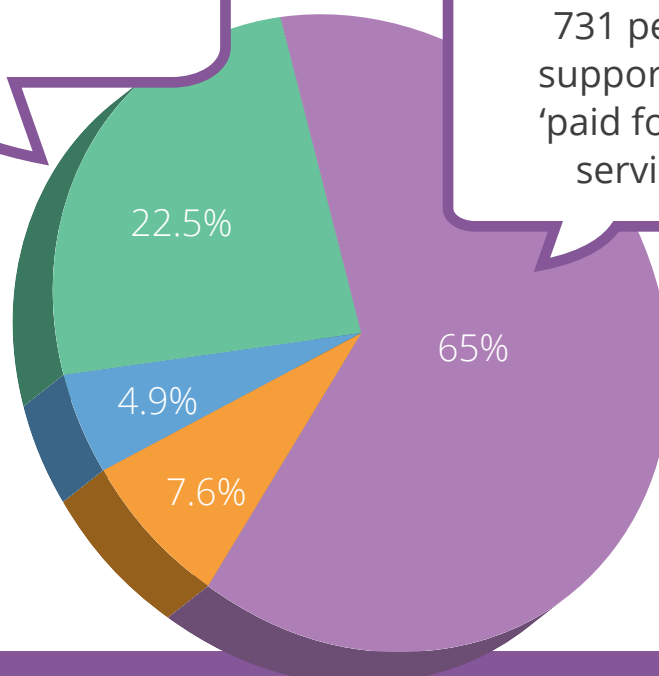
4 of which are our In-House Providers

Annual spend on  
day services of  
£7.3m

731 people  
supported in  
'paid for' day  
services.

#### 44 providers, supporting...

- 65% Learning Disability 18-64
- 7.6% Physical Support 18-64
- 4.9% Other 18-64
- 22.5% Older People 65+



## Intentions

Whilst our day support market is to be celebrated for its uniqueness, diversity and varied offer, we currently have more supply than demand for day opportunities which is unsustainable for providers in the longer term. We therefore want to work with existing and new providers to continue to shape the market in a more sustainable way. We want to work together with providers who can offer flexible, relevant and cost-effective day opportunities that meet people's needs and support them to develop independence and reach their potential to live 'ordinary lives' in their communities.

One particular area of focus is to work with the day support market to reposition their offer to one that develops the skills and talents of individuals and maximises the opportunities for individuals to gain sustainable paid employment.

In order to facilitate further transformation, the council will continue to:

- Use personal budgets to enable flexible arrangements of day opportunities – incentivising a person-centred approach within service offerings.
- Provide a co-ordinated approach to the commissioning of day opportunities across Council, to ensure employment, leisure, learning and preparation for work all feature.

- Investigate how our contracts can reward providers for supporting people to become more independent.

We would therefore wish to speak to providers who can work with us to offer day support which focuses on:

- What people can do and could learn to do for themselves – strengths based.
- Using existing support networks and services to maximize the most effective use of available resources across Wigan.
- Increased use of 'Shared Lives' model of support
- Support short breaks and respite through day support opportunities
- Flexibility – enabling people to dip in and out of services in ways that make sense to them.
- Activities linked directly to recovery and/or development of independent living skills.
- Work based training and support to enable people to move into supported or open employment.
- Delivery close to where people live.
- Stimulating activities for those with multiple and profound disabilities.

## Personal Budgets and Direct Payments

### Current position

There are around 698 people currently receiving a Direct Payment and approximately 88 people are using a Personal Health Budget in Wigan to meet their care needs

Direct Payments and Personal Health Budgets offer real flexibility and creativity to support choice and control to meet support needs effectively which are rooted in outcomes. We want to ensure that we have a market in the borough that facilitates a broad and flexible range of technologies and opportunities for people to purchase using their Direct Payments/ Personal Health Budget to live their best life possible.

### Personal Assistants

One way to use a Direct Payment/ Personal Health Budgets is for people to employ a Personal Assistant(s) in order to maximise their outcomes and make their support offer more bespoke. The employer for a Personal Assistant(s) can be the service user or their representative.

Wigan Council currently contract Embrace Wigan and Leigh to provide a Personal Recruitment Service. As part of this of this service Embrace will advertise on behalf of the

employer and support the interview process, if required, in addition to recruiting new Personal Assistants .

As with other aspects of the health and social care workforce we face an increasing challenge in finding a sufficient supply of people to enable successful employment of Personal Assistants. We have approximately 1,400 Personal Assistants supporting adults within the borough.

### Intentions

We are committed to shaping the market to meet people's support needs whilst providing greater choice and control through local and diverse services and opportunities that span wider than traditional care provision.

We are keen to develop a strong and supported Personal Assistant career pathway, working with experienced Personal Assistants, organisations and colleges in order to facilitate new entrants to the social care workforce in Wigan, whilst providing a comprehensive training programme and boroughwide Personal Assistant support network. We want to promote Personal Assistants as a desirable option for employment within the care sector.

## Preparing for Adulthood and Supported Employment Service

The Supported Employment Service (SES) plays an important part in promoting independence. It reduces reliance on benefits; increases social inclusion opens possibilities for independent living and financial long-term independence.

The SES team provide unique one-to-one support, allowing people to have a personalised route into employment. Employment Coaches spend quality time getting to know individuals and actively participate in work placements. This enables people to learn new skills, while understanding the world of work. Their abilities are enhanced, increasing the likelihood of achieving a positive long-term job outcome. Employment Coaches regularly conduct in-work reviews to capture progress and identify training and support needs. Individuals become independent in their job and their employment is sustained.

Significant investment has been made in SES and roles have been created to increase employment opportunities for people with disabilities. The team have a renewed focus on developing effective partnerships with businesses, colleges and community partners. Additionally, the team work with the day support market, to allow people to reach their full potential. New pathways have been developed in Supported Volunteering, Social Enterprise and entrepreneurship.

Conveying the positive benefits of employing people with disabilities, to unlock further opportunities, is key to the team's work with businesses and other partners. Maximising the possibilities for young people to gain work experience is a fundamental ambition, through increasing the number of Traineeships, Supported Internships, and Apprenticeships. There is a commitment to growing Inclusive Employment within our internal and host organisations and to Community Wealth Building.

The SES team have strong connectivity with the transformation work in SEND, particularly around Preparing for Adulthood (PfA). Within in our team, we have PfA Life Coaches, who work with young people from age 14. Clear pathways are in place for young people who have an aspiration to work, that will prepare them for employment in adulthood. Young people gain experience in a variety of roles that vary from local retail settings, factory, warehousing, and customer-facing roles. Working hours range from a minimum of 10 hours per week up to full time.

Everyone's journey is personalised and unique. The team are experts in recognising what individuals can achieve. They focus on the abilities in people's disabilities.



Across the UK, **5.1%** of people with a learning disability known to local authorities are in employment, locally the figure is **4.7%**.

New employment programmes will increase this over the next few years.



## Unpaid Carers

### Current Position

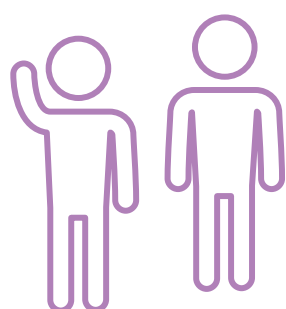
Following the 2021 Census it is reported that within the Wigan population there are approximately 31,500 unpaid carers.

Wigan has more people providing unpaid care than the national average in England and Wales. In 2021:

- **4.5% of our residents reported providing up to 19 hours of unpaid care each week**
- **2.3% reported providing between 20-49 hours of unpaid care each week**
- **3.4% reported providing at least 50 hours of unpaid care each week**

It is anticipated that the reported number of carers in Wigan may be higher than those in Census 2021. It is widely reported that unpaid carers do not always self-identify as being a carer and may not seek the support available. This portion of the carer population is often referred to as “hidden carers”.

Below are the current approximate numbers of carers known to services in Wigan and registered with our current carers register. Identification of carers is a key priority within our carer’s strategy.



**12,188**  
**Adult carers**



**485**  
**Young carers**

### National Picture

The Care Act 2014 replaced numerous previous laws, to provide a coherent approach to adult social care in England. It was a pivotal piece of legislation in terms of unpaid carers and the support they need to maintain their caring role. It ensured that unpaid carers have the right to receive support from the local authority if they have identified eligible needs.

The Care Act 2014 made it a statutory responsibility for local authorities to provide a carers assessment to any unpaid carers who request one and ensure unpaid carers are aware of the opportunity to have an assessment.

The white paper ‘People at the Heart of Care’ sets out an ambitious 10-year vision of how support and care in England will be transformed.

The paper strongly identifies unpaid carers within it and the crucial contribution they make, whilst recognising the impact this has on the carers’ health and wellbeing. It also prioritises the need to continue to celebrate and support the amazing work unpaid carers do.

## Regional Picture

A long-term key priority of the Greater Manchester Health and Social Care Partnership is a coordinated programme of support to carers across all 10 authorities. Wigan is a long standing and strong partner within the programme, actively contributing to the development of key strategic outcomes in the development of support for all carers across Greater Manchester. This includes the Greater Manchester Carers Charter and the Greater Manchester Exemplar model for carer support.

The Greater Manchester Carers Charter was designed by unpaid carers and is supported by voluntary, community and social enterprise groups, councils, NHS England, and NHS organisations in Greater Manchester. It builds on the aims of the Care Act 2014 and agrees to acknowledge, respect, and provide support and opportunities for unpaid carers.

The charter is a commitment of how organisations will work together consistently to recognise and support the role of carers in Greater Manchester. It also sets out an action plan of key priorities across the region. The Greater Manchester Health and Social Care Partnership works to ensure that the roles and needs of unpaid carers, regardless of age, are recognised by commissioners in Greater Manchester.



## How We Support Carers

### Carers Strategy

We now have an All Age Carers strategy 2025-2030, co-produced this with carers, key organisations and VCSE partners in Wigan to ensure we have a shared vision, ambition and commitment to support unpaid carers within the borough

The strategy sits at the heart of our strategic partnership work and is reflective and responsive to the Greater Manchester Carers Charter and our local priorities for unpaid carers.

<https://www.wigan.gov.uk/Resident/Health-Social-Care/Adults/Community-support/Support-for-carers/Index.aspx>

## Consultation & Engagement

Our commitment to continuously engage with unpaid carers across the borough is at the heart of our approach. We want to understand their experience of support services, their expectations, and how we can ensure carers receive the highest quality support at the right time.

We are continuously developing new ways to engage with as many carers as possible, including;



## Carer Voice sessions

Monthly get togethers with carers to connect, understand their experiences, and consult on how things are and how they should be. We recognise unpaid carers can face challenges in being able to attend, so we travel around the borough, hosting in person sessions in the local community, in addition to online sessions via Zoom.

The carer voice sessions are a primary route to capturing the voices of carers across the borough to influence and shape the work to support carers- hearing from lived experience is key. The Carer Voice sessions also provide an opportunity for carers to benefit from peer to peer support.

## Partnership Work

Our work with partners is integral to successfully delivering the carers strategy and improving the lives of unpaid carers. We work closely with partners across all sectors and key organisations who share the same principles to bring about change and enhance life experiences and outcomes for carers.

Carers Strategic Partnership Board is a key function of delivering on the ambitions of the carers strategy for Wigan residents. It is chaired by the Deputy Leader of Wigan Council and consists of key representatives from stakeholders across the borough including carers support organisations, Wigan Council, NHS GM Integrated Care - Wigan Locality, WWL (Wrightington, Wigan and Leigh NHS Trust), Public Health, Greater Manchester Mental Health, Health Watch and the voluntary and community sector.

Carers Network is also an integral part of our partnership working. The network brings together a wide range of community partners, organisations and groups who provide support, information and advice for carers across the borough. The network helps organisations to share experiences and work together to improve the lives of carers across the borough.



## Market offer

Our statutory responsibilities include the provision of information and advice and the offer of a carers assessment. The assessment is an opportunity for a carer to discuss their caring role and anything they think would help with their wellbeing.

A carers assessment is jointly produced with the carer and reflects what matters most to them and what might help achieve this. If a carer is identified as having eligible needs following the assessment, a carer support plan will be established which sets out how those needs will be met.

We have a dedicated support for carers page within the Wigan Council website, which provides a wide range of information, advice and useful support links and contacts.

Wigan is highly committed to supporting unpaid carers beyond our statutory responsibilities. Through our strategic approach and commissioning work, we have created a responsive and diverse offer across the borough for carers, which we continue to review and develop.

We deliver our responsibilities and more through commissioned partnerships with the following organisations:



**Wigan and Leigh Carers Centre** is an established, successful, and well-respected independent registered charity, who support unpaid carers looking after people living in Wigan borough. They are network partners of Carer Trust and Carers UK, and in November 2020 they merged with Wigan and Leigh Young Carers to become a recognised centre of excellence, providing 'one voice for carers.'

Wigan and Leigh Carers Centre, offers a wealth of high-quality support and information and advice to all carers across the borough, including carrying out carer assessments on behalf of Wigan Council. They provide a holistic, person-centred approach, tailoring support and advice to each carer's individual needs. This may include social and wellbeing activities, access to training and grants, emotional support, and connecting with other services.

"I have always found my assessments helpful, the grant I received has helped me to do crafting which is therapeutic for me as we are at home so much. I have also paid for motel rooms so I can visit my family. The person doing the assessment has always been friendly and caring."

**Low Bank Ground** is an outdoor activity centre, now managed by Wigan Council's Be Well Outdoor Adventure Team. Through a unique offer of 4 night and 2 night breaks away, Low Bank Ground sits on the beautiful shores of Lake Coniston in the heart of the Lake District National Park.



At Wigan Council, we recognise breaks away for carers provides essential time for rest, recuperation, and the chance to enjoy new experiences. Spending time with other people and having a change of routine and scenery provides respite from everyday caring responsibilities.

"I was not sure what to expect with going and was nervous, but I found it all to be brilliant. I was so relaxed, everyone that went was lovely. Charlie & Luke offered us great support and were fabulous."

**Carer Companion Service** is commissioned with Wigan and Leigh Carers Centre to develop and provide a free companion service for unpaid carers which enables them to take a much-needed break from their role.

The offer is designed to match volunteers with carers and the person they are caring for. Once carefully matched, the volunteer will spend time with the loved one on a regular basis, which enables the carer to take time for themselves, and aims to help reduce social isolation and improve the health and wellbeing of carers.

**My Time Wigan** is commissioned through Local Solutions. It connects unpaid carers in need of a break from their demanding role with businesses and organisations who kindly donate complimentary leisure, cultural and educational activities. The experiences coordinated through My Time are free of charge to carers in Wigan.

**mytime**

"I had an amazing time at the Crowne Plaza. I'm feeling totally relaxed and it was just what I needed. Everyone went above and beyond to make our stay memorable and relaxing and made me feel special."



## Public Health

### A new era for Public Health in Wigan

Public Health is the science and art of preventing disease, prolonging life, and promoting health through the organised efforts of society. It prioritises social justice and equity, promoting and protecting better health for all, leaving no-one behind.

This means that public health has a focus on tackling health inequalities, in line with the Progress with Unity Missions and is focussed on improving the health of communities and populations rather than just individuals.

Our team, led by Rachael Musgrave, Director of Public Health and Laura Wharton, Assistant Director of Public Health, sits within the Directorate of Adult Social Care and Health, but has responsibilities for population health across the life-course.

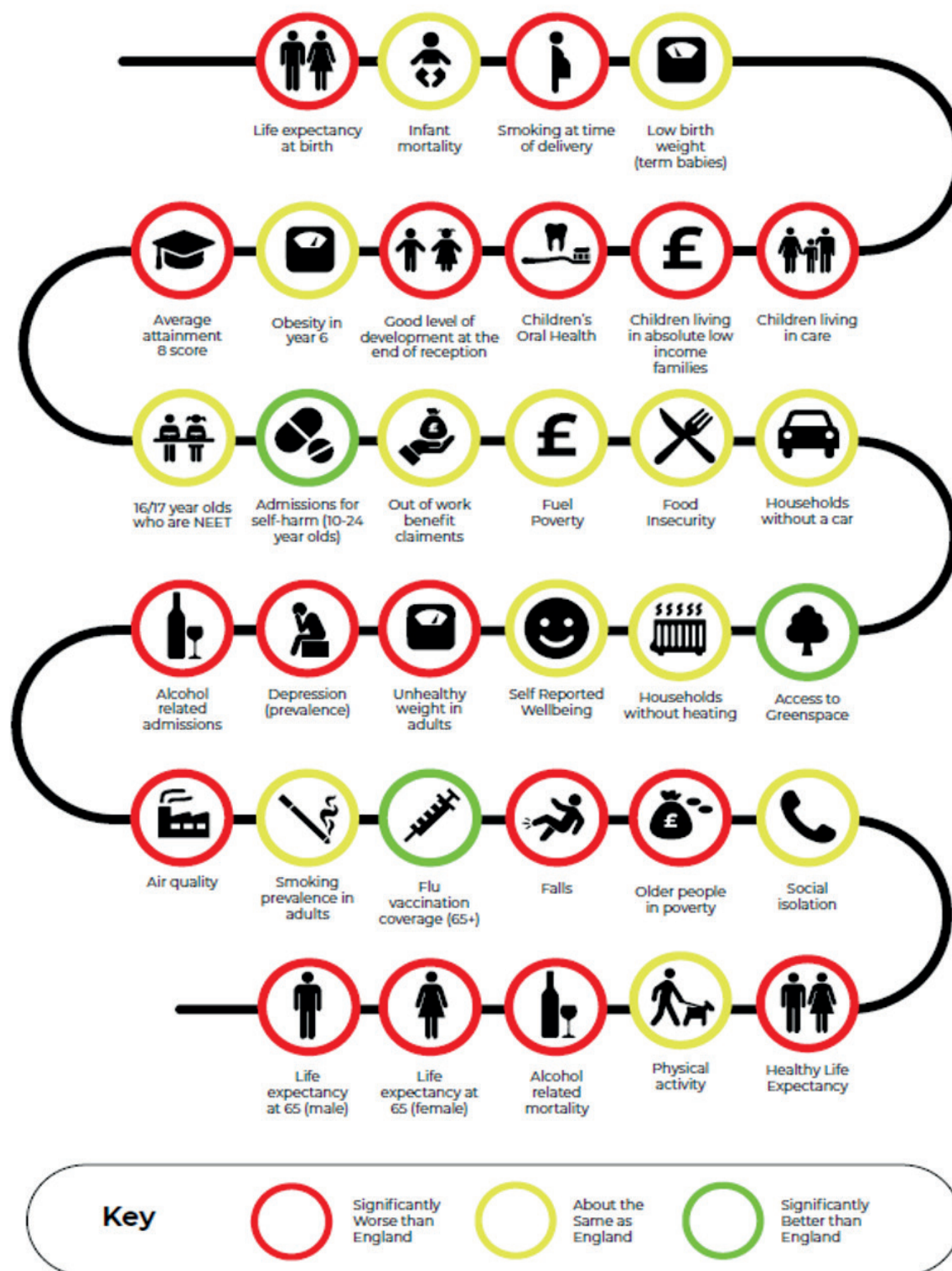
Our role is to take a preventative approach, targeting the causes of poor health outcomes. Utilising intelligence and insight, evidence-based approaches, and evaluation, we work with partners and communities, developing solutions to complex issues in order to improve outcomes for Wigan residents.





## Local public health priorities

Within Wigan Borough, health outcomes vary across local communities. The infographic below contains some key health and wellbeing indicators for the Borough.





Creating Health is Wigan's strategy for health and wellbeing and sets out how we plan to achieve our ambition of wanting everyone to experience health in a way that enables them to live their best life, no matter who they are or

where they live. We will turn our ambition into reality by focusing together on the things we know make the biggest difference to improving health for everyone.



## How we spend our resource

The Public Health budget is used to commission services that improve the health and wellbeing of the population. Some of these services are mandated and the Local Authority must provide them. Others have been identified within our agreed priority areas of Health Improvement, Child Health & Mental Wellbeing, to more effectively align resources to local need and priorities with a focus on prevention and inequalities.

The services have been commissioned through the following pathways:

- [Drug and Alcohol Treatment and Recovery services](#), provided by WithYou
- [Women's Emotional Health and Wellbeing service](#), provided by Well Women
- [0-19s Children's Public Health Nursing](#), provided by Wigan, Wroughton and Leigh NHS Foundation Trust
- [Sexual health services](#), provided by Locala Health and Wellbeing CiC
- [NHS health checks](#), provided by Health First Alw Community CiC
- [Smoking cessation services](#), provided by Be Well

## Supported Housing Strategy

To deliver on our Progress with Unity mission to make all our towns and neighbourhoods flourish for those who live and work in them, ensuing we provide the right home with access to the right support is central. Our plans to develop a new Housing Strategy for Wigan will set out our innovative approaches informed by the needs and aspirations of our residents.

Our Housing Strategy will bring together the diverse factors, opportunities and challenges within Wigan's housing market – "Economic growth that benefits everyone". Priorities emerging have been developed in the context of Wigan Borough's local housing market including specialist housing and the Council's transformative approach to responding to the needs of the borough.

### **The aims of the Housing Strategy are to:**

- Build more of the right homes, creating better housing choices in all parts of the borough;
- Make existing homes right for people and families: healthy, suitable and stable homes;
- Help people to access a home that is right for them at different stages of life;
- Provide the right support to help people to live well in their homes and communities;
- Enable people to be healthy and connected, living in healthy homes and places;
- Move quickly towards carbon neutral housing across the borough (by 2038);
- Grow the local economy, the Wigan £ through housing-related activity;
- Embrace the principles of community wealth building and support the development of co-operatives within our neighbourhoods.

The right type of accommodation supports

vulnerable people, tackles social exclusion, promotes sustainable communities and empowers people to achieve their potential. Being in safe, quality, permanent accommodation, can help people get their lives in order and access mainstream resources, or to acquire the skills and resources to manage independently over a longer period.

In Wigan, our population is diverse and we have identified four priority groups that we want to support. To help further progress our ambitions for specialist housing we have developed a Specialist Housing Prospectus that sets out the nature and scale of need for supported and specialist housing in Wigan, and the gaps in provision and the type of accommodation required which will need to be addressed through new development.

It outlines our plans and aspirations to expand the availability and range of good quality housing for particular groups of people in Wigan, and provides guidance and information to those who provide accommodation and services.

Under our new transformation plan for housing we are taking this further by developing a live dashboard that accessibly lays out our current provision and areas we need to develop. This is part of our approach to help broker the right investment with ethical developers to directly meet the emerging needs of our residents.

## Supported Housing Prospectus

Wigan's Specialist Housing Prospectus contains information and an analysis of benefit to providers of older people's housing, supported housing and support services in Wigan. It helps to identify what the future demand for housing and support might look like and to act as a starting point for discussions between the local authority and those who provide services.

It contains information concerning:

- What Wigan looks like in terms of current and future demography and service provision.
- The Council's intentions as a facilitator of care for older people and supported care provision.
- The Council's vision for how services might respond to the changing needs for housing and support in the future.

The Council wishes to stimulate a diverse market for care and support offering people a real choice of accommodation and care. To achieve this aim the Council recognises that it needs to know how best it can influence, help and support the local market for housing and care (and care related services such as community activities and advocacy, information and advice) to achieve better outcomes and value. We see our Specialist Housing Prospectus as an important part of that process, working in co-production with housing and care providers and residents, where:

- Market information can be pooled and shared.
- The Council is transparent about the way it intends to develop and influence services in the future and how it wishes to extend choice to our residents of accommodation/ housing with care.
- Services and workforce skills can be developed to meet the needs of people who require support at home.

- The principles of Progress with Unity will be a cornerstone of the way we will work together.

[www.wigan.gov.uk/Council/Strategies-Plans-and-Policies/Housing/HousingStrategies.aspx](http://www.wigan.gov.uk/Council/Strategies-Plans-and-Policies/Housing/HousingStrategies.aspx)

Four key groups have been identified as part of this work, these being:

### Older people

The aspirations of older people are changing. Many older people would prefer to stay living in their own home for as long as possible. There are, however, people who would like to move house and live in accommodation that is better located, more accessible and easier to maintain. We want to increase housing options for older people by working with developers and care providers to extend choice and provide innovative solutions that work for people as they get older and start to require some support with their daily living.

The proportion of people needing care and support services rises with age and it is the older age groups in particular which are set to increase. Due to the demographics of Wigan, older people are a particular client group which will be highlighted in the Supported Housing Strategy.

### Homelessness and Rough Sleepers

With one in ten people in England reporting that they have had personal experience of being homeless, many people will require support and help for homelessness at some point in their lives.

While homelessness can happen to anyone at any time, the causes of homelessness and the subsequent support people need varies. The kind of assistance that people are eligible for will also depend on their circumstances and some people may find it difficult to access the help that they need. The complexity of needs

by those presenting as homeless are increasing placing a greater need on developing the right supported housing provision to meet the demand.

In particular, this applies to people who become single homeless – people without dependents who are, generally, unless they are found to be vulnerable, not eligible for the main duty of statutory support under homelessness legislation but there is a duty to provide advice and assistance. Many of these individuals rely on services in the homelessness sector to provide them with accommodation and support to help them address the issues that led to, or maintain, their homelessness. Our new Homelessness and Rough Sleeper Strategy is ambitious in its aim to increase awareness and encourage greater accountability of homelessness and rough sleeping by making addressing it everyone's business.

### Care Leavers

Moving out of care into your own home is a particularly important transition for our care leavers and we are committed to try and always ensure that our care leavers are fully supported to find and sustain a home which is right for them.

Supported accommodation for children and care leavers should provide a safe and therapeutic environment focused on their development, preparation for future placement, and nurtures appropriate independences skills so that young people can support themselves financial, emotionally, and practically when they leave. Supported accommodation should also look to ensure that the looked after children or care leavers are afforded the same opportunities given to children and young people in the wider local community.

We have a Deal for Care Leavers that includes access to suitable accommodation. Placement sufficiency for our looked after children has started to become a real challenge for the Council's Children's Services as demand for services increases. Finding good quality, cost effective, regulated and unregulated care and accommodation for our looked after children and care leavers is becoming increasingly difficult. Our areas of pressure include finding fostering placements for older children, semi-independent living and transition, addressing youth homelessness, accommodating children with mental health needs and caring for children with disabilities.

### People with mental health issues and people with learning disabilities

The council recognises the role played by good quality housing and support services in promoting independence and wellbeing. We are committed to improving access and availability of suitable accommodation and services to support transition to adulthood, independence and recovery for people with a range of needs including learning disabilities, mental health problems and autism to enable them to live as independently as possible in the community. This client group is anticipated to see a significant increase in need.





## People Powered Technology

### **Wigan's approach to People-Powered Technology keeps people at the centre of everything we do.**

We aim to empower individuals and families to receive the best support whilst living as independently as possible with choice and control, making the best possible use of technology. We are excited about the potential the digital world continues to offer, but we never want to lose the chance to capitalise on the impact simple solutions can have when applied at scale.

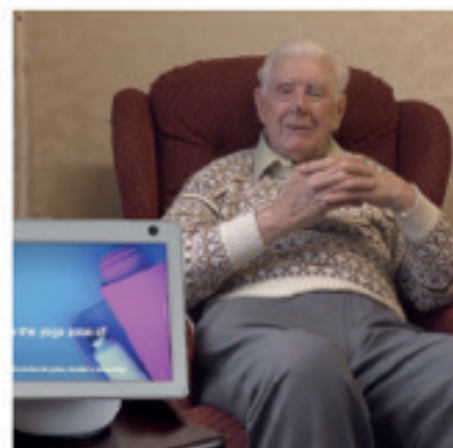
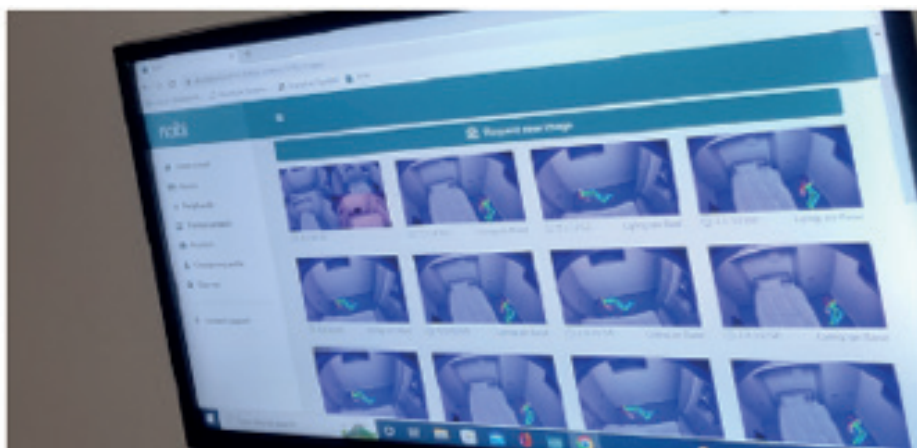
The People-Powered approach maximises the capabilities of readily-available technology in the market and uses it as an enabler to increase independence and resilience. It is built around a person's assets, strengths, and abilities, not just their needs. Ranging from traditional assistive technology all the way to AI-powered smart devices, the variety of options open to our staff and our residents is ever-increasing.

We want to ensure everyone has the opportunity to access, benefit from and enjoy digital approaches. Change can be an opportunity for everyone, and we are continually growing our culture that focuses on innovation and embraces change and creativity.

Smart technology is increasingly present in people's lives and homes, and new technologies and services which harness the power of digital technology can meet the needs and deliver the goals of our residents. Digital technology offers a golden opportunity to reimagine how we can support and empower the residents of Wigan to lead healthy, happy, and fulfilling lives.

As the technology behind the scenes continues to become more sophisticated, the safe and secure use of AI to support with predictive prevention within Adult Social Care and Public Health will be transformational. Putting our own knowledge of the wider determinants of health and social care together with efficient use of data and smart, intuitive tools will help us identify risks and support the people most in need, from an individual level all the way to delivering boroughwide change.

Market opportunity: We are keen to engage and work with digital manufacturers and suppliers to develop an increased digital care and support offer in Wigan. We want our suppliers to recognise that our residents are people first and potential customers second, and not patients, end users or care clients.



## Testimonials

**We expect a lot of our providers when they join Team Wigan. Here's what some of our provider teams have to say:**

Being a provider in Wigan is unlike our experience in any other area. We work hand in hand with the Provider Management team in a genuine partnership with council leads and our fellow providers. Sharing support, being there for each other when needed and celebrating the important work we do.

"I love being able to see our vulnerable residents achieve their dreams and aspirations."

"The majority of staff really came to the fore in the last 18 months with their attitude, dedication and commitment and we have benefitted from the support provided by you, the local authority."

"The people we connect with from the commissioning teams, other professionals especially provider partners, our clients and obviously the council teams make it a rewarding experience most days!"

"Rewarding, Demanding and Challenging - but for all the right reasons - That's why we do it !"

"The three words that I would use to describe social care in Wigan are INSPIRING, AMAZING AND INNOVATIVE"

"Working collaboratively with our colleagues in other departments ensures we have the knowledge and equipment to run and provide a service in a safe effective way".

## We're all working together to help our customers achieve their best life.

### Florence's new friend.

"I like to be called Flo. I'm 96 and live at home alone. I have Dementia, Chronic Arthritis and am registered blind. To support me to live safely at home I have visits from my carers six times a day.

I started to have very low mood, irritability and anxiety. My carers suggested I was given a handmade teddy bear sloth that was created by Julie one of the carers. The idea is that it brings comfort, reassurance and calmness to people experiencing feeling like I have.

I have called my teddy bear, Sloth. Sloth has long arms and legs that wrap around me, it gives me the feeling of having a hug. I feel a lot more settled knowing he is with me. I feel safe with him. When my carers go they put Sloth around me and he keeps me warm till my next visit".



### Dawn is volunteering:

"I like to say that I am 54 years young! I am supported to manage my health and wellbeing needs by my carers who call to see me every day.

My carers are very important to me and are always there to offer words of encouragement. I expressed to my keyworker, Carmen, that I would like to try and get a job locally, but I don't have a lot of confidence due to having difficulties with reading and writing. They asked if I would like to volunteer within the Elite office twice a week. I was so excited to be given this opportunity! On my first day at the office Carmen came to my home to pick me up. We sat and had a little chat as I felt very nervous, but Carmen was there to give me the confidence to believe in myself. Once I felt ready we travelled to the office together.

On arrival I was given an Elite tunic to wear and supplied with a company bag, pen, water bottle and ID badge. All the office staff and carers were very friendly with me and came to introduce themselves. I felt at ease straight away. I am very proud of my job, it has really boosted my self-esteem and confidence. To support with my reading and writing I have one on one support from the staff in branch to complete number and letter activities. I am proud to say that I am part of the Elite Team.

### Hilda's 90th Birthday

"I would like to tell you how my morning carers Demi and Lauren made my Birthday that extra bit special! On the 23rd of December I woke up to my carers decorating my living room in birthday banners and balloons. I couldn't believe it! Not only that but I had a full pamper package.

I had my hair washed and styled, a manicure, pedicure and facial! They then gave me a bouquet of flowers and box of chocolates and cards. I even got Happy Birthday sang to me. I can honestly say I have not enjoyed a morning like that for a long time.



## Summary

“

We hope you've got a real flavour of Wigan; our people, our place and our priorities to build our better future. More than anything we hope you can feel how much we care. We set out every day to make a difference, to help people be happy, to live their best life and feel the joy of a life lived as freely and independently as possible. We're here to help make that happen, provide the support, encouragement and motivation, to help find the good times and the magic.

Our MPS is the beginning of a conversation and we look forward to working with equally engaged and enthusiastic partners to continue to provide the support that people need and want and introduce innovative ways of working that help our local people live their best lives.

So, if we've struck a chord, if you share the passion and have the drive and ambition to make a social contribution to Wigan delivering the best ethical support, we would love to talk.

So please get in touch about your ideas, what you can offer and how we can work together to continue to develop our plans and improve the lives of Wigan residents.

Please email [pmmd@wigan.gov.uk](mailto:pmmd@wigan.gov.uk) and we'll get back to you.

”