



**Bolton's
Commissioning,
Quality Assurance,
and Improvement
Strategy**

2024 - 2027

**Bolton
Council**



Foreword

We are pleased to present the Commissioning, Quality Assurance and Improvement Strategy for Adult and Children's Social Care.

The role of Commissioning, Quality Assurance and Improvement within social care is to provide high quality care and support for the population of Bolton, whilst meeting our social care legislative duties.

We are seeing increases across social care services in requests for services and support, in times of continuing financial challenges for the council.

This strategy sets out how we plan to meet these challenges by commissioning and developing a range of social care services.

This strategy will support the delivery of the Bolton Vision and Directorate Plans and will look at how we will deliver our commissioning priorities.

To achieve the ambitions outlined in this strategy, we will need to work collaboratively with people who receive support, our partners, providers and the wider voluntary, community and faith sector in supporting people to achieve their own goals, whilst continuing to further develop our provider markets and partnerships across Bolton.

Rachel Tanner
Director of Adults, Communities and Integration

Bernie Brown
Director of Children's Services



Introduction and purpose

Our vision for social care in Bolton is to continue to make a positive difference every day, supporting children, young people, and adults to live as full and safe a life as possible and make informed choices.

This strategy will support us in achieving our ambition for everyone in our community to live their best day, every day.

Commissioning is the strategic activity of identifying need, allocating resources, and procuring a provider to best meet that need, within available means.

The strategy identifies the commissioning principles and priorities for Adult and Children's Social Care and how we underpin our commissioning approach through our Quality Assurance and Improvement offer.

This strategy sets out Bolton Council's approach to commissioning, by achieving improved outcomes for its residents. The objective is to be an easy read, high-level summary which provides an overview of Bolton's vision of commissioning.

Here at Bolton, we aim to put the experiences, views, concerns, and ambitions of citizens who use our services; including but not limited to families, unpaid carers, young carers, and citizens, at the heart of our commissioning plans as well as current and potential providers, and partners.

We believe prevention is about people in Bolton living well, for longer, in a place that they call home. We believe that prevention has a vital role to play in reducing, or delaying the escalation of problems and issues, to the point where access to more formal or long term services or support is reduced or is no longer needed. In the coming year, we will work with our Public Health colleagues to develop a Prevention Strategy which will articulate Bolton's vision for prevention, ensuring that we retain a strong focus on achieving better outcomes for individuals, families and communities as well as meeting the financial challenges.

We also want to be transparent about where commissioning will take us as an organisation, what is essential to get there and what our future and achievements will look like.

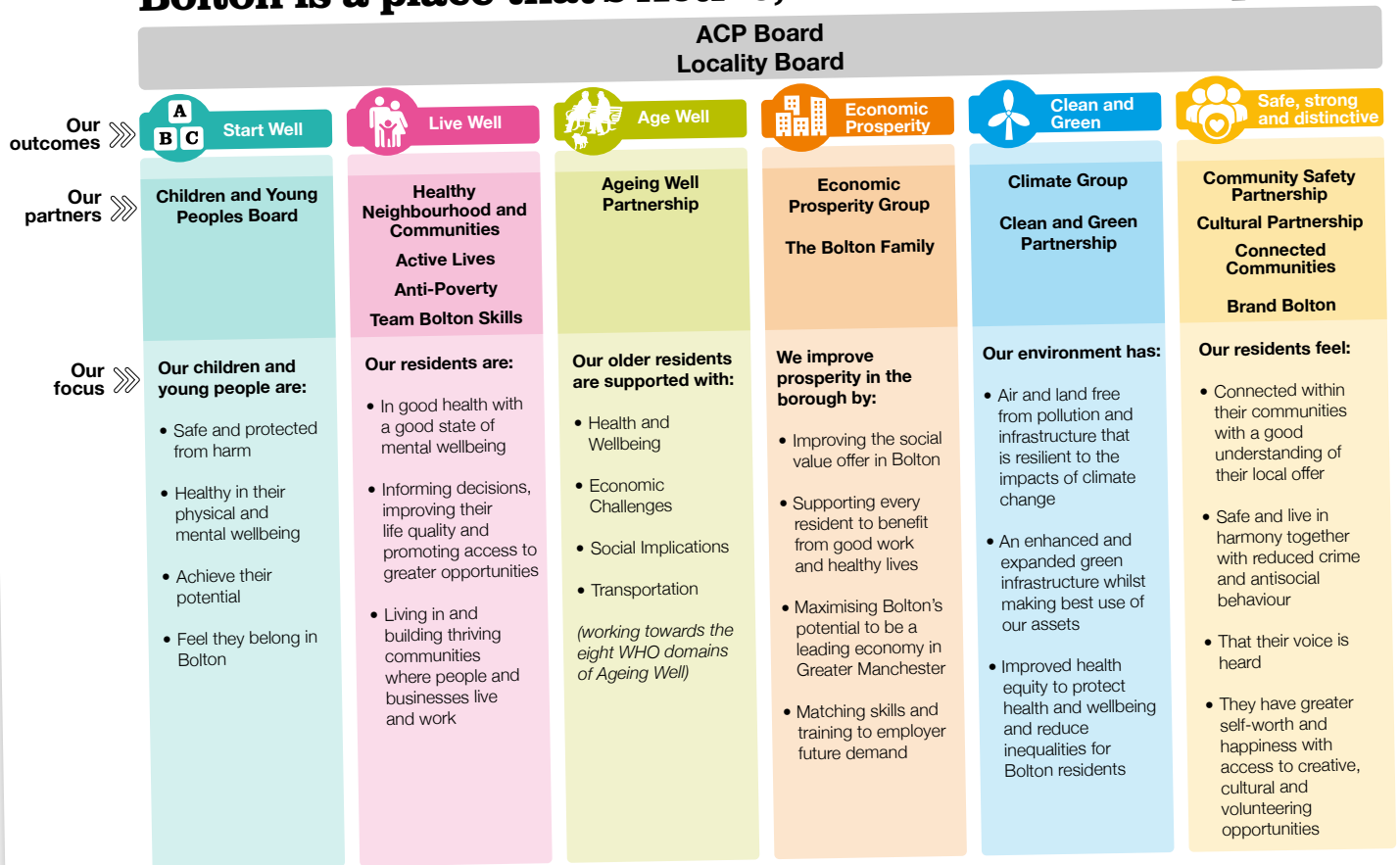
“The local authority demonstrates good evidence of working alongside providers, including various forum platforms, joint initiatives, and support through the quality assurance model. The local authority also provides several training courses that are made available to us for continued learning and development.”

The Vision

Bolton Vision 2030

The Commissioning, Quality Assurance and Improvement Strategy supports the Bolton Vision. The graphic below outlines our latest plan on a page for Bolton 2030 highlighting how our key strategic partnerships play a role in delivering an Active, Connected and Prosperous Bolton.

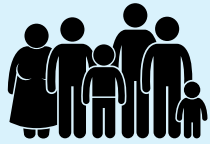
Our Vision: Bolton is a place that's Active, Connected and Prosperous



This Commissioning, Quality Assurance and Improvement Strategy will help to deliver the vision and outcomes as outlined within the Active, Connected and Prosperous plan.

The Bolton context

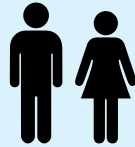
In order to commission effective services, we need to understand who our residents are. Bolton's Joint Strategic Needs Assessment (JSNA) can be found on www.boltonjsna.org.uk and contains a wealth of information about the Bolton population, their current health, and the wide range of factors that affect health such as the physical and social environment people live in.



Overall population
295,961



Number aged 0-17
71,474



Number aged 18-64
173,766



Number aged 65+
50,721



26% live in an area that is among the 10% most deprived nationally



18% (16+) have a disability.
9% have a long-term health condition or disability which limits their day-to-day activities a lot



Unpaid carers:
25,980



Number of children with Special Educational Needs:
2,132



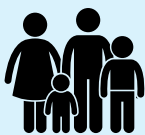
63.9% of pupils achieving a good level of development at EYFS (aged 0-5yrs)



0.14% children and young people were permanently excluded



Number of children who are looked after:
562



15% of Looked After Children adopted



4,331 of adults are accessing long-term support



89.7% of adults with a learning disability who live in their own home or with their family



30% of people in Bolton who have a long term physical health condition also suffer with mental health issues



Approximately **1 in 4** people in the UK each year will experience a mental health problem

Commissioning, quality, and improvement function

The Strategic Commissioning, Quality Assurance and Improvement teams support health and social care commissioning and quality assurance within the borough of Bolton.

The teams work across other departments within the council to help to develop, implement, monitor, and evaluate contracts and services which fall under the remit of Children's and Adults Social Care. This includes supporting commissioning and contracts.

The team work incredibly hard to build good relationships with our local providers as well as supporting new providers who may wish to come and work within the Bolton borough. The team are also responsible for ensuring that we meet and exceed our statutory duties, ensuring that we support our children's and adults to live their best day, every day.

The team reports to the Assistant Director Adults, Children's and Communities Commissioning, who in turn reports to the Director of Adult Social Services (DASS), Communities and Integration, with reporting lines into the Director of Children's Services (DCS).

Bolton's strategic approach to commissioning

Commissioning is the way in which we plan, buy, deliver, and evaluate services for the communities in Bolton and includes:

- Varying a commissioned service to respond to local changing need or resources or a change in legislation.
- Re-commissioning a successful service, where outcomes are evident and service user feedback is positive.
- Commissioning new services.
- Decommissioning a service that is no longer required or where the provider is no longer able to meet its contractual requirements. Bolton Council's decommissioning process follows the same principles as our commissioning approach.

Some examples of why existing provision of service or activity may end include:

- To align services and therefore reduce the number of providers providing the same or similar outcomes.
- To enable innovation in service provision.
- To provide better value for money such as more effective achievement of the desired outcomes or more efficient delivery.
- To ensure a better fit to the level of demand and need.

Central to our process of commissioning is the understanding and analysis of need and demand from the people who use, are involved in, and provide services. This understanding guides the planning about the type of services required, what those services need to deliver, and how those services should be funded and delivered.

Our commissioning intentions will always focus on the following outcomes...

- People, place and population
- Promoting and supporting health and wellbeing
- Prevention and early intervention - to reduce inequalities and improve wellbeing
- Personalised outcomes - strengths/asset based approach to serve the communities of Bolton

Our commissioning ambitions and intentions are...

- To work together (community development) on defined and agreed outcomes aligned to the Bolton 2030 vision
- To continue to develop our strong local partnerships
- To continue to support and develop our workforce
- To support and develop our provider markets

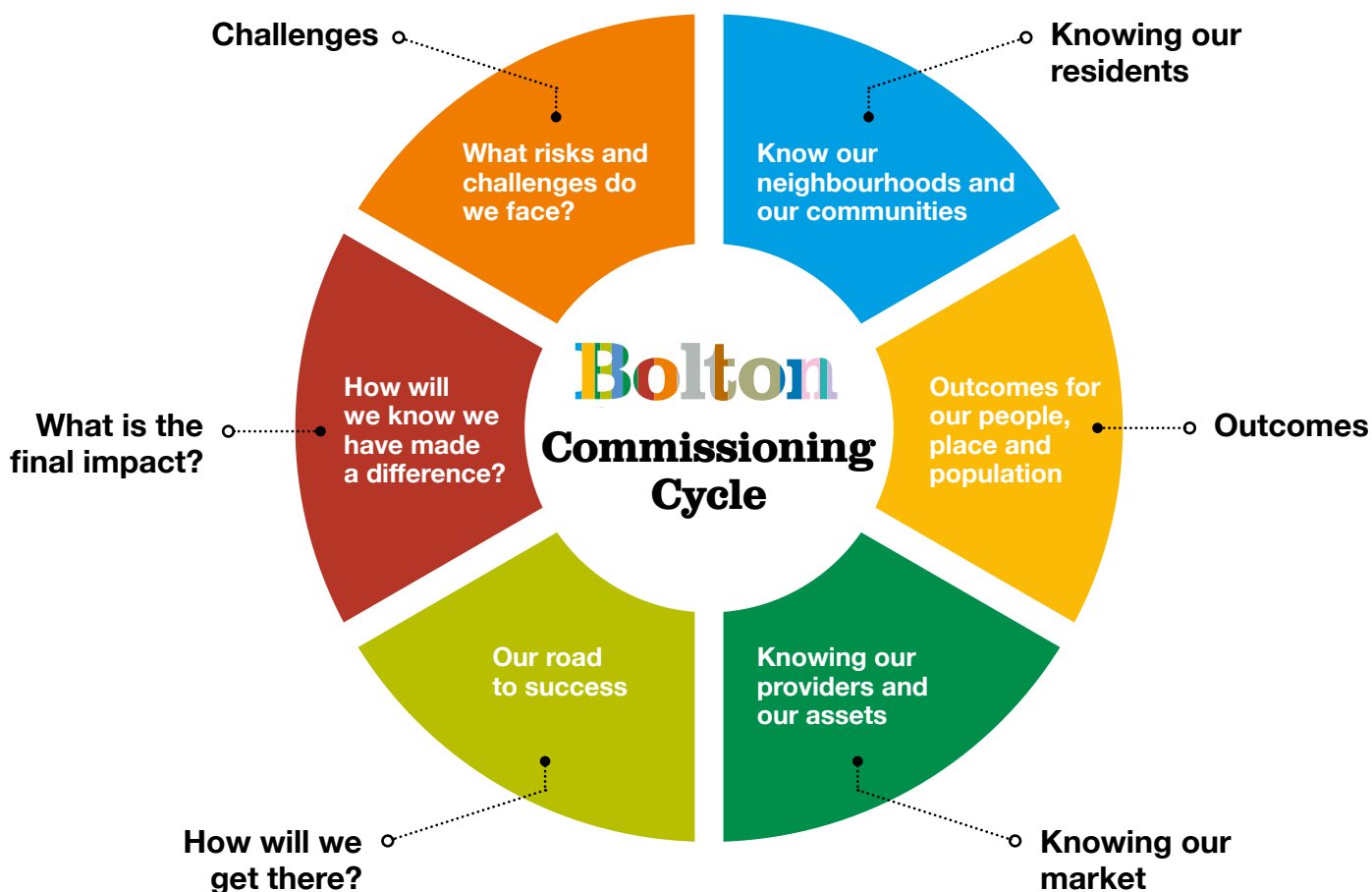
We are passionate about:



Our commissioning cycle

Commissioning is about achieving positive outcomes for our residents and communities, based on their needs and aspirations. When commissioning services, we will be clear about the outcomes we set out to achieve, how they link to our strategic priorities and our corporate plans, and how we are going to evaluate whether these are being achieved or not.

In Bolton, we commission services based on what we want to achieve and key to this approach is our commissioning cycle.



“The local authority worked with us during the development of our mental health supported living services. This significantly made it possible for people to receive support in their local area.”

Our commissioning principles:

Our approach and principles are underpinned by the governance and monitoring arrangements in place for commissioning in the local authority.

1. We will focus on people and place and reduce inequality.
2. Outcomes for vulnerable children, young people and adults will be at the heart of our commissioning strategy.
3. Our commissioning approach will be neighbourhood focused with an ambition for co-design with lived experiences.
4. We will also build on the strengths and assets within local communities.
5. Commissioning should always be well led.
6. We will adopt a whole system approach to commissioning.
7. Our commissioning will be transparent, fair and evidence based to deliver improved outcomes for the people of Bolton.
8. We will identify solutions that ensure a good balance of quality and costs – value for money.
9. Our commitment to equality, diversity and inclusion will be evidenced in our commissioning process and will be an expectation of all our commissioned services.
10. We will hold providers to account through monitoring their performance and seeking feedback from people using services, communities, partners, and providers.
11. Our providers will engage with the principles of the Fair Work Charter encouraging good pay, fair and flexible working conditions and promoting diversity, social value, and a social mobility within the workforce.

How will we know we have made a difference?



Co-design and commission for quality outcomes

Bolton Council are committed to ensuring that our residents are able to express their views and help to shape the services that are available.

Co-productions always begin with strengths and support the development of those strengths in a way which is personal to the individual, their carers, and their families. We are committed to developing a programme for the co-production and co-design of services, with people from across Bolton. This will facilitate new opportunities for our providers and partners, ensuring that people have equal and timely access to a range of affordable and good quality, community-based support options.

Since 2022, we have been gradually incorporating co-production and engagement into everything we do. We have developed a blended engagement approach to ensure we capture the views of our residents, professionals, and providers across the borough.

Co-production and co-design are an important part of how we commission services in Bolton. We want to hear more from the people of Bolton and their experiences of accessing and using services.





Provider relationships and partnerships

Partnership working in Bolton is a huge part of how we achieve success. Children's and Adult Social Care can not operate alone, especially given the national and regionally led changes underway with the development of the Integrated Care Systems (ICS) alongside our already well developed local relationships and plans. In Bolton we already have strong, robust relationships with our system partners, voluntary, community and faith sector and our key stakeholders in the Borough.

Bolton is part of the Greater Manchester Integrated Care System, a partnership of organisations which come together to deliver joined up health and care services and improve the lives of those who live and work here. What this means is we can introduce efficiencies where needed by working at scale across Greater Manchester whilst responding to the specific needs of our local populations by working through place-based arrangements.

Bolton is one of the 10 place-based partnerships (PBPs) which have been formed within the Greater Manchester ICS. A place-based partnership is a collaboration of planners and providers across health, local authority and the wider community, who take collective responsibility

for the effective use of combined resources available to improve the health and wellbeing of residents. Having a place-based partnership will enable collaboration to address specific Bolton based challenges and deliver within Bolton the component parts of the Greater Manchester ICS.

Bolton's partnerships aim to create a feeling of belonging to a place, where all the partners are valued and respected, and mutually supported. This is particularly significant in our current challenging times. It is important to acknowledge that residents are co-partners in the continued evolution of Bolton and one part of this is to support social movements in communities which increase people's ownership of their own health and wellbeing and empower communities to support each other.

Bolton has a good record of working together across NHS and council commissioning intended to secure the best possible outcomes for Bolton people and make the best use of resources.

Finance, cost pressures and demand

We are seeing across Children's and Adult Services increases in requests for services and support. The volume of children, young people and adults requiring support in Bolton is highly likely to continue to rise significantly. Children's Commissioning currently faces several demands which are centred around out of borough and high-cost emergency residential placements across social care, as well as specialist education placements. A lack of known and reliable local providers, who understand the local needs, and are willing to work in partnership to effectively match placements, contributes to the need to utilise high-cost settings. Market shaping within the borough is being developed alongside robust engagement strategies with planning, residents, and local leaders to achieve a stable provider pool which will maximise outcomes and minimise the expected inflationary impacts in future years.

For 23/24 the Children's department has a net budget of £51m of which the expenditure budget is £88m. In 22/23 and 23/24 the expenditure has outweighed the Children's budget. The majority of the overspend was on the placements budgets and Bolton has been experiencing between 7% and 10% inflationary increases in this area. Demand pressures are anticipated to continue to increase and keep exceeding the budget.

Requests for support from adults aged 18 to 64 has increased, with a significant increase in referrals to mental health services. Demand for housing, care and support which ensures people with a learning disability are able to live independently in the community has also increased – more people are living longer with a range of health and care needs, as are carers which impacts on their capacity to undertake caring responsibilities.

In Bolton, increasing demand for affordable residential and nursing placements is exacerbated by demographic changes with increases in the number of older people in Bolton and limited local bed supply. We have also seen an increase in demand for services to support people with dementia and complex needs, and we are developing our live well at home services to ensure people who need care, as well as the people who care for them, get the right support. We will be redesigning and tendering our home support services in 2024.

For 23/24 the Adults department has a net budget of £75m of which the expenditure budget is £161m. 77.2% of the expenditure budget is allocated to contracts and commissioned services. This department is heavily reliant on the continuation of grants such as the Improved Better Care Fund (iBCF) and social care grant. There is expected to be demand pressures in this area for future years.

Preventative services and support

In addition to commissioning or purchasing direct care and support for children, families and adults with support needs, Bolton Council also invests in and supports a range of preventative services with the voluntary and community sector to support the wider duties under the Care Act.

This includes services which are connected to or support homelessness, carers, domestic violence, dementia support, information, advice and guidance and technology and independent living services, including home adaptation. Investing in these services is critical in the delivery of our key strategic priorities.

“The provider has a good relationship with the Quality Assurance team where they provide assistance in line with best practice. The service has undergone Provider Assessment And Market Management Solution (PAMMS) assessment with a Quality Assurance officer.”

Partnership working

In Bolton we have a vibrant voluntary, community, and faith sector. With the right support and conditions there is immense scope for the sector to continue to play an integral role in both the development and the delivery of services.

This has been clearly demonstrated in the development and delivery of the very successful Bolton’s Fund to support grant giving locally.

The fund was developed just over four years ago by pulling together a range of uncoordinated grant funding pots within the local authority and forming this into a coherent grant programme that is managed on our behalf by Bolton CVS. All funding decisions are made by trained independent assessor panels. A range of funding opportunities are available which support innovative projects within the community.

We have developed Bolton’s Fund with a view of it evolving as we understand the needs of our communities and the role that the sector has in supporting this. As a result of this commitment to evolve the operation of the fund in line with community needs, the fund has been refreshed and relaunched in September 2023 with a refined focus on support for the smaller grassroots community groups in the Borough.

We have a strong working relationship with social landlords, primarily via Bolton Community Homes Partnership, (Housing Providers, Bolton Council, Health and Social Care Services, and Voluntary and Community

organisations). The partnership has developed a 10 year [Housing with Care and Support Prospectus](#) which provides an important delivery framework for ensuring that we have a good quality housing offer across Bolton, that gives a diversity and choice for those with care and support needs. One example of this is the development by Bolton at Home of a new 62 bed Extra Care Housing Scheme in Little Lever.

Bolton also has strong partnerships with other public service providers, including Greater Manchester Police, the Fire Service and the Probation service amongst many organisations working to support and protect some of our most vulnerable people and communities. Through this strategy we will look to deliver on shared outcomes, working collaboratively to achieve them and jointly commissioning services wherever possible and beneficial to do so.

In 2024 we will continue our work with our voluntary, community and faith partners to co-design a new preventative contract, which will focus on achieving the best outcomes for the people of Bolton as well as offering sustainability to the sector (something which we have specifically been asked to support). This new partnership approach will put Bolton firmly in the best position to continue to innovate and create services and support options at a neighbourhood level, ensuring that we continue to develop our local preventative offer.



Jewel in the crown	• Our intention to protect, nurture and sustain the fund
Strengths based investment	• Community insight and evidence of need
Co-designed and co-produced	• From the outset and continuing now
Fixed fragmented systems of grant funding	• Council and partner funds have been pooled into the fund
Enhanced transparency	• Grant funding decisions – independent trained assessors
Passport to development	• Training, advice, development support
Proven track record	• In bringing in funding from across the system and distributing government funds

What we are trying to achieve through Social Value at Bolton Council

Driven by the six Bolton Vision 2030 outcomes, we are currently undertaking a refresh of the way that we approach and deliver on social value as a council, focussing on:

- procurement processes
- social value ways of working within the council
- partnerships with businesses, communities, and the public sector.

Social Value ways of working within the council

There are various policies and practices in place to enable Bolton Council staff to deliver social value. The Annual Leave Policy, for example, encourages staff to volunteer by providing up to three days leave for this purpose. Work is underway to further join this up with our local voluntary, community, and social enterprise (VCSE) sector.



Commissioning priorities

Bolton Council's commissioning team has aligned its structure to three of the six outcomes in Bolton's Vision 2030. These six outcomes are Start Well; Live Well; Age Well; Economic Prosperity; Clean and Green; and Safe, Strong, and Distinctive.

Specifically, the commissioning team is structured into the three life stages - Start Well: Live Well, Age Well. Aligning with the Vision outcomes we can work more closely with partners to plan for services across the three life stages.



Start Well commissioning priorities

Start Well is the children's pillar of the wider commissioning team and as such, our focus surrounds children and young people's social care, education, health and Special Educational Needs and Disabilities (SEND). Start Well Commissioning manage a variety of frameworks across these areas as well as bespoke contracts, grants and projects which span them. We work closely with internal and external strategic partners (including the VCSE) to co-produce strategies and services to meet the needs of Bolton's children and young people.

Priority	Key outcomes	How will we measure impact
<p>All children are ready for school Develop a start for life offer across all agencies working with children and families.</p> <p>Achieve their potential</p>	<ul style="list-style-type: none"> • Successful development of Family Hubs across the six neighbourhoods, aiming to enhance delivered services, ensuring all parents and carers can access the support they need when they need it. • An evidence based Integrated Childrens and Young Peoples (0-19) Service which is universally cohesive and responsively targeted. 	<ul style="list-style-type: none"> • % pupils achieving a good level of development at EYFS (To increase the number of pupils achieving a good level of development at EYFS). • % of eligible 2 year old children benefiting from funded early education places (To increase the number of eligible 2-year-old children benefiting from funded early education places).
<p>Keep children learning successfully in schools Further develop the Belonging in Bolton inclusive education strategy and align to developing national legalisation to maintain and improve the quality of education provision in Bolton.</p> <p>Achieve their potential</p> <p>Feel they Belong in Bolton</p>	<ul style="list-style-type: none"> • A Primary and Secondary School Improvement Framework, intended to develop and support our local mainstream offer. • A SEND Outreach Service aimed at supporting children in their mainstream setting. • An Alternative Provision Framework designed to offer a rich and inclusive choice of providers for those children excluded from mainstream schools. 	<ul style="list-style-type: none"> • % of Primary, Secondary and Special Schools judged to be Good or Better. • Number of Good or Better schools. • % of final Education, Health and Care plans (EHCPs) (including exception cases) issued within 20 weeks. • To reduce the number of Permanent Exclusions.
<p>Short term care and support (Early Help) Support the expectations of the Care Review and provide a flexible and responsive offer which meets the varying needs of children dependent on their level of requirement.</p> <p>Are Safe and protected from harm</p>	<ul style="list-style-type: none"> • A Short Breaks Offer which allows choice and flexibility across all domains. • A Young Carers Support Service which aims to reduce responsibilities. • An All-Age Advocacy Service to assist when needed. • Family Intervention and Information Advice Support Service for parents and carers. • Safe accommodation and support for children fleeing domestic abuse. 	<ul style="list-style-type: none"> • Rate (per 10,000) of referrals to social care. • Rate (per 10,000) subject to a CPP.
<p>Long term care and support (Permanence) A well established and diverse offer, promoting belonging and accessibility to all universal and targeted networks of support, which is focused on and supportive of good outcomes.</p> <p>Are Safe and protected from harm</p> <p>Feel they Belong in Bolton</p>	<ul style="list-style-type: none"> • A dedicated Regional Adoption Agency Support Framework. • A diverse, resilient, high-quality range of independent residential children's homes. • Inclusive and nurturing independent fostering placements. • A balanced and regulated supported accommodation (16+) network, inclusive of a large block contract. • A market ethos which promotes appropriate and timely transition between services. 	<ul style="list-style-type: none"> • Rate (per 10,000) of Looked After Children. • % of LAC adopted. • % of LAC with three or more placements during the year.
<p>Developing our provider market A provider market which is thriving, outcomes and solution focused, flexible and responsive to changes in local demand and need. Whilst also maintaining excellent quality and good value for money.</p>	<ul style="list-style-type: none"> • Excellent choice of local providers allowing children to remain close to the things which matter to them. • Market supply which can meet local demand regardless of complexity of need. • Excellent relationships with local providers, which informs future pilots, and test for change initiatives. 	<ul style="list-style-type: none"> • Number of providers entering market. • Number of providers exiting market.

Live Well commissioning priorities

The Live Well commissioning team supports working age people and aims to optimise the care and support of working age adults, taking a more preventative approach to the management of long-term physical and mental health conditions, focusing on the wider determinants of health and care, and building community resilience.

The team focus on commissioning for adults with learning disabilities, adults with mental health needs, adults with physical and sensory disabilities, and cares of people with health and social care needs.

Priority	Key outcomes	How will we measure impact
<p>Self-directed care and community assets Taking a strengths-based approach to encourage and promote independence, linking people to their community and social networks. Promoting health and wellbeing, choice, and control.</p>	<ul style="list-style-type: none"> • Work with VCSE and strategic partners to use local strengths and assets creating better outcomes and quality of life at a neighbourhood level. 	<ul style="list-style-type: none"> • % of people who reported that they had as much social contact as desired (To increase the number of people who report that they have had as much social contact as desired). • VCSE Contracts. • Preventative services are in place at system level.
<p>Prevention and early intervention Creating a culture in which people thrive, maximising life chances, health, and wellbeing. Empowering those in need of services and unpaid carers to be healthier, more resilient and to remain within their own home for longer.</p>	<ul style="list-style-type: none"> • Agile support that reduces barriers and prevents crisis. 	<ul style="list-style-type: none"> • Proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services. • The proportion of carers who find it easy to find information about support (To increase the number of carers who report that they find it easy to find information about support).
<p>Living well at home Supporting people to live in the place they call home, for as long as it is appropriate and safe for them to do so. To promote and explore opportunities around assistive care and technology to enable a home for life.</p>	<ul style="list-style-type: none"> • Support independence by providing options to self-manage and self-help. • Encourage and increase social prescribing providing more choice at home. • Greater use of assisted technology, aids, and adaptations. 	<ul style="list-style-type: none"> • Proportion of adults with learning disabilities who live in their own home or with their family (To increase the number of adults with learning disabilities who live in their own home or with their family). • Proportion of adults in contact with secondary mental health services who live independently, with or without support.
<p>Unpaid carers Providing carers with access to the support they need to make decisions and choices to assist them to maintain caring responsibilities.</p>	<ul style="list-style-type: none"> • To work closely with other organisations to design future services that are built on a detailed local understanding of the needs of unpaid carers and their communities. 	<ul style="list-style-type: none"> • Number of carer assessments completed (To increase the number of carer assessments completed). • The proportion of carers who receive self-directed support and direct payments.
<p>Developing our provider market A provider market which is outcome focused, flexible and responsive to the needs of our residents that builds on their goals and aspirations allowing them to reach their full potential. Ability to respond and adapt to changes in local demand.</p>	<ul style="list-style-type: none"> • Provision that meets all local demand, promoting independence and skill building to allow people to live in their own homes for longer. • Promote opportunities for volunteering, training, and employment. • Meet or exceed the stated priorities of the current 10 year housing plan. 	<ul style="list-style-type: none"> • Number of new supported living units per year in borough. • Number and range of accommodation and support options that promote and enable people to maximise their independence.

“Bolton’s strength is collaboration. Our shared acknowledgement of the contribution and impact the borough’s incredible voluntary, community and social enterprise sector plays in the lives of people and place of Bolton has been fundamental in bringing this latest strategy to fruition.”

Age Well commissioning priorities

The Age Well commissioning team supports older adults and aims to promote the wellbeing of older people in Bolton by commissioning services that enable people to remain as healthy and independent for as long as possible.

Older people tell us they want to have choice and control to be supported to live independently, with access to high quality care and effective support when they need it. For the majority of people this will be in their own homes, although some older people may spend short periods in hospital or care settings in order to help them get home safely. However, some older people, with the most complex care needs, may require supporting in a care home. To enable Bolton residents to meet these aims the Age Well commissioning team will work with partners to plan, design, procure, and review services for a range of needs that meet the outcomes for older people and their support networks.

Priority	Key outcomes	How will we measure impact
<p>Self-directed care and community assets Using a person's individual strengths and social networks to encourage and promote independence, encouraging social and wellbeing activities, which promote choice and control.</p>	<ul style="list-style-type: none"> To have a well known, locally accessible neighbourhood offer, which is understood by the people of Bolton, with a particular focus on vulnerable adults, carers, and prevention. 	<ul style="list-style-type: none"> % of people who use services who find it easy to find information about support (To increase the number of people who use services who find it easy to find information about support).
<p>Living well at home Supporting people to live in the place they call home, for as long as it is appropriate and safe for them to do so. To promote and explore opportunities around assistive care and technology to enable a home for life.</p>	<ul style="list-style-type: none"> People in Bolton are able to live fulfilling lives, which are focused on their individual strengths. Enabling everyone to live in the place that they call home, for as long as is safe for them to do so. 	<ul style="list-style-type: none"> The proportion of people who received short-term services during the year, who previously were not receiving services, where no further request was made for ongoing support.
<p>Short term care and support Support services which work proactively with people, their carers, and families to promote independence, and wellbeing, building on the person's individual strengths and assets. Ensuring people live their best day, every day.</p>	<ul style="list-style-type: none"> Responsive local Home Care and Respite services. An assistive technology offer which meets support needs. An Independent Living Service which supports people who need short term care and support. 	<ul style="list-style-type: none"> Proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services.
<p>Long term care and support A well-developed Home Care and Residential Care market with strong local community connection, offering choice, innovation, and control.</p>	<ul style="list-style-type: none"> High quality residential care and nursing home sector. Excellent dementia respite services. Excellent End of Life provision and support for families. 	<ul style="list-style-type: none"> CQC ratings for homecare and care homes (To increase and maintain the number of homecare and care homes that are rated as good or outstanding).
<p>Developing our provider market A provider market which is thriving, outcomes and solution focused, flexible and responsive to changes in local demand and need. Whilst also maintaining excellent quality and good value for money.</p>	<ul style="list-style-type: none"> Excellent choice of local providers. Market supply which meets local demand. Excellent relationship with local providers, which informs future pilots, and test for change initiatives. 	<ul style="list-style-type: none"> Number of providers entering market. Number of providers exiting market.

“In Bolton it is recognised that the VCSE delivers special work by very special people. Our hope is that the new strategy fully embraces and adopts the ‘special’ within the VCSE and that what is commissioned reflects the borough’s desire for the very best outcomes for our communities delivered by the very best of those who not only deliver special but make special happen.”

Quality assurance and improvement

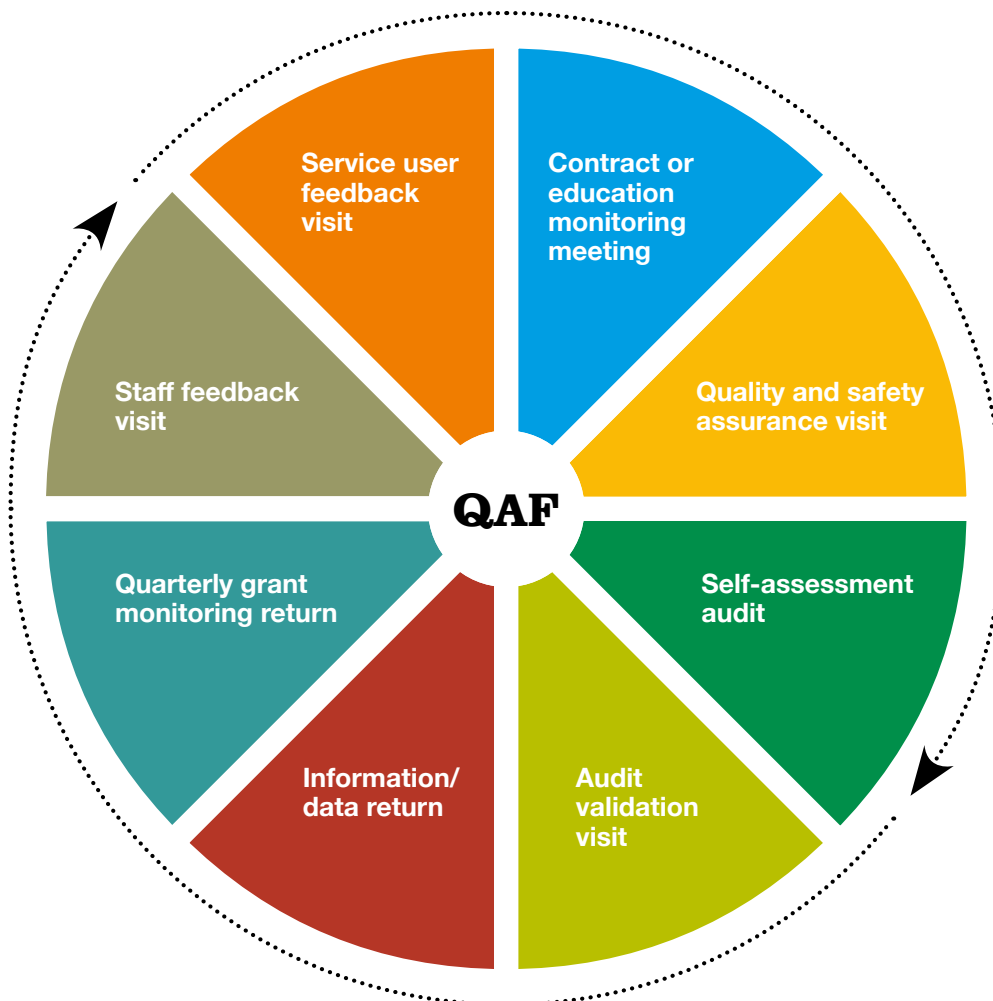
Our local approach

In Bolton we are committed to developing positive and supportive relationships with our providers to ensure that we get the best offer we can for the people who use our services. We work collaboratively with a range of provider services such as specialist schools, Special Educational Needs and Disabilities children’s homes, resource and alternative provisions, care homes, home care, supported living and local voluntary services. Our collaborative approach enables us to ensure that our commissioned providers are not only inspection ready and meeting contractual requirements but are also supported to improve services through sharing of experience and best practice from across the health and social care sector.

The work of our Quality Assurance and Improvement Team is underpinned by our Quality Assurance Frameworks (QAF’s), illustrated by the diagram below. Our QAF’s narrate how we will support our providers via planned and ad-hoc quality assurance interventions. We use a variety of information and data, including compliments and complaints, to understand what good quality looks like.

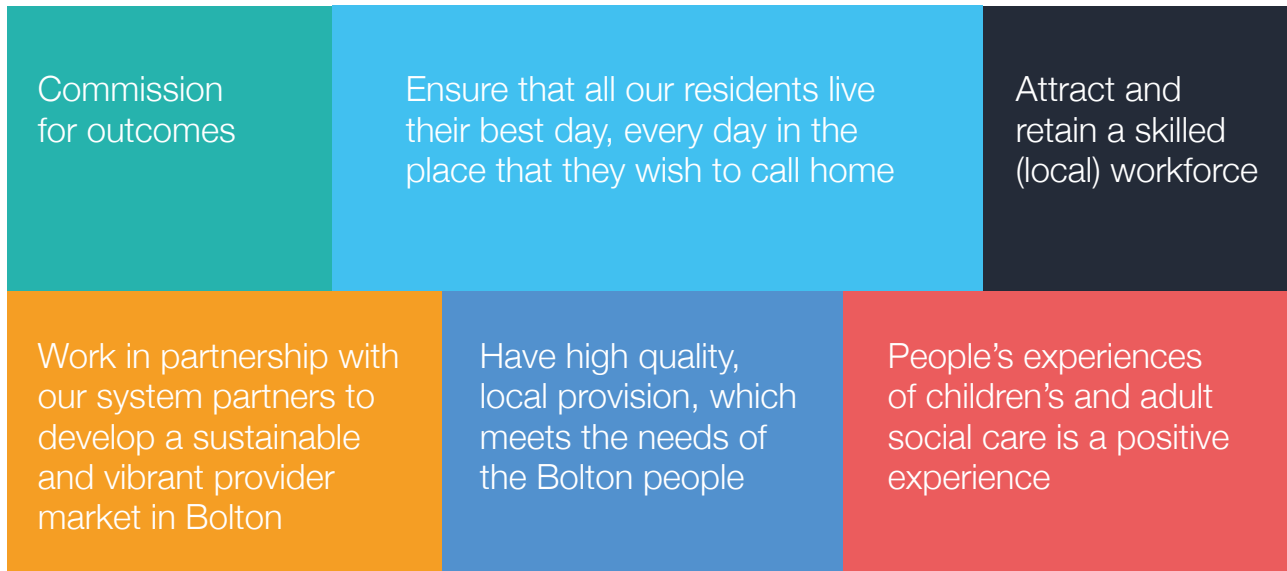
We also regularly speak to those people/their families who use our services to gain valuable insight into provided care which in turn enables our providers to not only make sure that they are ready for regulatory inspection but that they are also effectively meeting the diverse needs of the people they care for. Where our providers fall below “Good” CQC or Ofsted ratings we will offer additional support and intervention to assist them to work through their improvement plans with the aim of reclaiming a higher rating.

Providers are welcomed to our quarterly in-person and web-based forums and receive regular newsletters to make sure that they don’t miss out on learning, legislative changes and support from our partner colleagues and their peers. Where themes, trends and “hot topics” are identified which affect the care market we will also invite field experts in to deliver information briefings and presentations, so our providers are kept well informed. To find out more about our QA&I offer use the link below to view our Quality Assurance Frameworks (see downloads). [Quality Assurance Framework Start Well and Live/Age Well](#)



Next steps

If we are to successfully deliver this strategy, we need to maintain a focus on how we measure our impact and how we can assure the people of Bolton that we are making a difference. We measure this in several ways, but in Bolton we are committed to:



We also need to be mindful that the work outlined in this strategy aligns with, and compliments our other Bolton strategies plans and programmes of work, such as:

- [Corporate Plan](#)
- [Children's Directorate Plan](#)
- [Adults' Directorate Plan](#)
- [JSNA](#)
- [Public Health Annual Report](#)
- [Looked After Children Sufficiency Strategy](#)
- [Housing with Care and Support – 10-year prospectus](#)
- [Care and support strategy within Extra Care Housing](#)
- [All age Carers Strategy](#)
- [Quality Assurance Framework Start Well and Live/Age Well](#)

All strategies are reviewed regularly with the leads and key stakeholders and experts by experience.

At every opportunity experts by experience support us in monitoring and evaluating our ongoing success, holding us to account on progress made and the delivery of outcomes.

“The council is committed to longer term contracts which enables providers to effect real change and work towards sustainable outcomes for people and organisations that are providing support.”



Governance and accountability

Our strategy will be monitored through our existing internal oversight arrangements. This governance structure is supported by a number of subgroups, which includes key expert by experience groups.

Conclusion

Bolton is committed to ensuring our children, young people and adults can fulfil their potential; socially, educationally, economically, physically, and emotionally. We know that to improve experiences and outcomes we need to ensure that young people and adults in Bolton are actively involved in the commissioning, delivery and review of services and this approach to co-designing services needs to continue to happen at pace and scale.

Our commissioning approach is important for joint working with our partners, key stakeholders, the voluntary, community and faith sector and our experts by experience and unpaid carers. Our joint commitment to excellent commissioning starts with a renewed focus on sustainable, transformative services, with a clear focus on achieving successful outcomes which can be sustained for the long term, ensuring that the people of Bolton are able to live their best day, every day. We will continue to develop strong relationships with our providers, particularly the VCSE working in partnership to achieve our shared priorities in delivering our vision for improved outcomes.

The actions identified in this strategy and the strategic priorities identified in the Market Position Statements will be closely monitored through our governance structures and will link to our ambitions identified in the Bolton 2030 Vision.

