



Lambeth Market Position Statement

2023–2028

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About this document

Title: Lambeth Market Position Statement 2023–2028

Date: 20 November 2023

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Next review date: 2024

Foreword

Welcome to Lambeth’s Market Position Statement for 2023 to 2028 for Adult Social Care and Integrated Commissioning. This Market Position Statement aims to create a common understanding of the local care and support market for Lambeth adults, with a focus on our vision and ambitions for the future.

Lambeth’s Market Position Statement supports the overall direction for our borough set out in the Our Future Our Lambeth 2030 Borough Plan and Health and Wellbeing Strategy 2023 to 2028. We are committed to realising our ambition for making Lambeth a borough of equity and justice, where all are enabled to live independently, feel safe and thrive in their community. Lambeth is one of the most diverse boroughs in the country – we are proud of our borough’s rich history and the strength of Lambeth’s thriving community sector. We are excited to work with providers that share in our values and our commitment to actively promote equity and inclusion in all that we do.

We hope that this document will help current and prospective providers to understand our commissioning intentions and to identify opportunities to work together to benefit Lambeth adults.

In developing our Market Position Statement, we have listened to Lambeth residents about what matters to them and what providers of care and support need to understand about working with Lambeth people. The Market Position Statement has also been shaped by our engagement with providers of health and care for adults. We want to continue this dialogue and we will continue to seek feedback and ideas from providers, adults and carers as we work together to realise the ambitions set out in this document.

We recognise that there are significant challenges impacting care and support for Lambeth adults now and in years to come. We have seen great community spirit and resilience from providers throughout the Covid-19 pandemic response and recovery, whilst navigating long-standing workforce challenges and the cost-of-living crisis. The financial landscape is also highly challenging for our Integrated Commissioning function. In

view of sustained pressures on council and NHS budgets, we must manage our collective resources effectively.

It is vital that we work closely with providers to tackle the challenges together through innovation and collaboration. The Market Position Statement is underpinned by our approach to prevention, as we strive to ensure people can get the support they need at an early stage in their local community. We are focused on enabling more people to live in their own home, whether that is ordinary housing or supported accommodation. We look towards the future with ambition and commitment to supporting a vibrant and sustainable marketplace for adults’ health and care.

Cllr Marcia Cameron,
Cabinet Member for Healthier Communities

Fiona Connolly,
Corporate Director Adult Social Care and Housing,
Lambeth Council

Andrew Eyres,
Corporate Director Integrated Health and Care,
Lambeth Council and NHS South East London
Integrated Care Board

Introduction and navigation

The Lambeth Market Position Statement 2023-2028 sets out Lambeth’s strategic vision and priorities for care and support services for adults in Lambeth.

We are committed to developing the local provider marketplace for our local population, upholding the market shaping duties set out in the Care Act 2014. Our MPS describes how Lambeth commissioners intend to work with local providers to support and sustain a strong, diverse, and good quality market for adults and carers.

The MPS is intended to help build a shared understanding amongst providers and other stakeholders in Lambeth regarding demand and supply within the local care market and our commissioning intentions for developing local provision to best meet needs now and in the future.

The MPS aims to facilitate dialogue between commissioners and providers to enable the effective design and delivery of services that meet the current and future needs of Lambeth adults. We want to work closely with providers to explore the challenges for the local health and care marketplace and crucially to put in place solutions to improve outcomes for Lambeth adults.

In developing the Lambeth MPS, we have engaged with carers and adults who have lived experience of accessing different types of care and support through focus group sessions and surveys, as well as drawing on extensive feedback from recent consultation and engagement exercises for key Lambeth strategies and commissioning projects. Providers have also informed the development of the MPS via engagement conversations and survey feedback. We are very grateful to all participants for their insights, which have helped to shape our new MPS.

The MPS is informed by the local evidence base and particularly by the intelligence from Lambeth’s [Joint Strategic Needs Assessment \(JSNA\)](#). The JSNA is currently being refreshed and the Health Profiles are being published online.

We recognise that the Market Position Statement needs to be dynamic and responsive to local developments, in line with our JSNA. We plan to review our MPS throughout the period 2023–2028 and update the MPS where relevant, to reflect changes in our local evidence base and updates to our commissioning plans. We want to ensure our MPS stays relevant and contains up-to-date information for our providers, as well as reflecting the insights that providers continue to share with us over the next five years. We will complete a 12-

month review exercise to refresh the MPS with new developments and updates on delivery.

This MPS is aimed at existing and potential providers of provision and support services for adults with care and support needs. Our primary focus is on the provision of services located within Lambeth. We also recognise that some services will be provided outside of the borough and that there will be service users within Lambeth who are normally residents of other local authorities. For more information about working with us, including opportunities to provide feedback, see ‘Working with Lambeth’ ([page 40](#)).

How to use this document:

This document sets out the current position of Lambeth’s care and support market for adults, to help providers of care understand:

- Lambeth’s direction for the local market to help meet local priorities for a range of service user groups
- The projected future needs of people in Lambeth and the anticipated impacts on demand for services
- Opportunities in Lambeth for those receiving social care support using Direct Payments

- How to engage with the Council to provide better services in Lambeth

We encourage feedback on any aspect of this document or suggested areas to include in future versions; please share your views on the Market Position Statement [here](#) or contact ASCommissioning@lambeth.gov.uk

Special thanks

We are grateful to all Lambeth adults, carers and care providers who contributed to the development of the Market Position Statement (MPS). We surveyed Lambeth care providers about what they wanted from the MPS and we visited provider forums to hear their views. We also listened to Lambeth people via focus groups and a new resident survey for older adults, as well as drawing on the rich insights that Lambeth people have shared via a wide range of engagement projects throughout 2022 and 2023.

Summary of our engagement with Lambeth adults and carers:			
Carers Strategy consultation	All Age Autism Strategy consultation	Lambeth Health and Wellbeing Strategy consultation	Lambeth Borough Plan engagement
Care home residents engagement	Learning Disabilities and Autism Strategy Engagement	Learning Disability drop-in / floating support engagement	Age Friendly Lambeth Resident Survey
Mental health and employment focus groups	Lambeth Living Well Network Alliance engagement	Mental health focus groups at Mosaic Clubhouse	Thriving Communities Healthy Living Programme
Weight management insight work with Black Men’s Consortium	My LGBTQ+ Lambeth Survey	Lambeth Residents Survey 2022	Project Smith Community Connectors Wellbeing Fund

Please refer to [Appendix One](#) and [Appendix Two](#) for a summary of key messages from our engagement with Lambeth people and providers and our commitments to address their priorities through the MPS.

Executive Summary

Our Vision

Lambeth is a borough of equity and justice where all adults with care and support needs can get the right support at the right time in their communities.

We take a strength-based approach and work with people to develop their resilience and prevent avoidable need for care and support.

Our commissioning priorities

1. Prevention and wellbeing



The needs of Lambeth people are addressed at an early stage through support that maximises wellbeing and strengthens communities.

2. One borough approach: local and place-based support



Asset-based approach, building on and amplifying what is already in the community and integrating health and care.

3. Personalisation and choice



Providers skilled in working with clients to help direct their care. Direct payments and personal health budgets.

4. Keeping people independent in their own homes



Lambeth adults supported to live independently in their own homes, wherever appropriate.

5. Equity, inclusion and justice



Embedding inclusion and equity for all protected characteristics in service design and delivery.

6. Financial sustainability



Quality care is commissioned via models that are financially sustainable for both providers and the council, supports independence and mitigates high cost interventions.

Enablers for realising our priorities

We ensure care is accessible, transparent and responsive to diverse needs

People have a say and a stake in decision making

We work together and explore opportunities for joint working and integrated care

We support and develop the Lambeth care workforce

We embrace and develop the opportunities offered by digital advancement

Strategic context

Lambeth’s Market Position Statement 2023–2028 supports the overall strategic direction for our borough as described in the Lambeth 2030 Borough Plan and Health and Wellbeing Strategy.

We are committed to the realisation of Lambeth’s 2030 ambitions and the borough’s ‘golden thread’ commitment to making Lambeth a borough of equity and justice.



Lambeth 2030: our future, our Lambeth

Three bold ambitions:

- Making Lambeth neighbourhoods fit for the future
- Making Lambeth one of the safest boroughs in London
- Making Lambeth a place we call home

All of these linked by the Lambeth Golden Thread - our commitment to make Lambeth a borough of equity and justice. By 2030, Lambeth will be a fair and equitable borough, which seeks and delivers justice through all that we do.

Lambeth Health and Wellbeing Strategy 2023–2028

Lambeth is a place where all people can experience good health and wellbeing. Healthy Life Expectancy is improved for those groups within the population whose outcomes are poorest.

Lambeth Health and Care Plan 2023–2028

Supports delivery of Health and Wellbeing Strategy.

Three aspirations:

- People lead healthy lives and have good physical and emotional health and wellbeing for as long as possible
- Physical and mental health conditions are detected early and people are supported and empowered to manage these conditions and avoid complications
- People have access to and positive experiences of health and care services that they trust and meet their needs

The MPS has been developed to support the realisation of the vision and mission outlined in these strategies, alongside the wider strategic ambitions of the South East London Integrated Care System.

The Market Position Statement supports our key strategic plans: ‘Lambeth 2030: Our Future, Our Lambeth’ Borough Plan 2023–2030; the South East London Integrated Care System Strategic Priorities for 2023–2028; the Lambeth Health and Wellbeing Strategy 2023–2028; and ‘Our Health, Our Lambeth’ Lambeth Together Health and Care Plan 2023–2028.

The graphic right illustrates the strategies and initiatives that have shaped the development of our MPS:



Guiding our Approach

People at the Heart of Care: Adult Social Care Reform

Our local vision is guided by the national People at the Heart of Care long term aspirations for how people will experience care and support. The strategy has a focus on three key objectives:

- Supporting people to have choice, control and independence
- Provision of outstanding quality of care
- Provision of care in a way that is fair and accessible to everyone who needs it

The strategy identifies the responsibility of local authorities to ensure that their local care market is healthy and diverse. This focus is reflected in the strategic priorities of this Market Position Statement.

‘One Lambeth’: How we work

To realise our bold strategic ambitions for the future of the borough, we are committed to working in close and effective collaboration across departments, partner organisations and with the community in Lambeth. Across Lambeth Council, we are changing the way that we work to unite

under the banner of ‘One Lambeth’ to deliver the Lambeth 2030 Borough Plan. This means that everyone working for Lambeth Council must take ownership for building stronger connections and closer collaboration across teams and directorates. Beyond just Adult Social Care and Integrated Commissioning, our approach is to work in partnership with colleagues from Housing, Public Health, Children’s Social Care, Education, and other council departments as one team. In this way, we will ensure a joined-up approach to make the most of collective resources. Our One Lambeth approach can enable us to embark on exciting and innovative new initiatives for Lambeth residents – for example, we are preparing to deliver the second phase of the Somerleyton Road regeneration project, which will deliver a brand new extra-care facility alongside new social rent homes for local families.

Under the direction of Lambeth Together, we are committed to sustained collaboration and closer integration between health and care services. Lambeth Together is a local partnership of the voluntary and community sector, the NHS, Lambeth Council, and other partners, focused on improving health and wellbeing and reducing inequalities for people in Lambeth through an integrated health and care system. Lambeth has a strong track record of integrating health and

care services to improve outcomes for Lambeth people, including the launch of an integrated Intermediate Care Lambeth service in 2020 to optimise independence and wellbeing through joint health and care support in people’s own homes. To address the health and care needs of the population holistically, Lambeth has an Integrated Commissioning service that sits across the council and Integrated Care Board. For this reason, our Market Position Statement addresses the health and care marketplace collectively and we are committed to exploring opportunities for integration and closer collaboration between health and care partners throughout the life of this MPS.

Financial context

In Lambeth and nationally, budget pressures are particularly challenging within social care, where we have seen rising levels of demand and spend and increasing cost pressures in recent years. There remains uncertainty around the level of long-term funding for local government and councils must continue to manage the council’s finances prudently, which means identifying options for savings and income generation proposals. In 2024, Lambeth Council will agree a new Medium Term Financial Strategy for 2024/25 and the Market Position Statement will be updated to reflect the latest financial position.

In 2022/23, Lambeth spent £127.50m on Adult Social Care – an increase from £118.62m in 2021/22. This increase has been driven by a range of factors, including rising care costs during the 2022/23 financial year impacting the cost of placements and care packages. 83% of overall Adult Social Care net expenditure is from care packages and placements.

The tables right illustrate Lambeth’s average weekly cost for care home and supported living placements and home care packages in 2022/23:

The NHS financial framework for the next five years currently remains uncertain, with significant challenges facing partners across the health system, The ambition of South East London Integrated Care Board (ICB) - which includes Lambeth - is to provide a stable financial environment which supports continuous improvement and investment in healthcare and outcomes. At the core of our plans is a funding commitment that is ambitious, realistic, achievable, and sufficient to deliver real change. This involves a focus on investment in approaches that address known areas of inequity, relating to health inequalities, prevention, and mental health. The ICB’s commitment to financial sustainability will also be vital for ensuring that the ICB delivers on

Lambeth’s average weekly cost for care home and supported living placements and home care packages in 2022/23

	2022/23 Full Year Budget £000	2022/23 Outturn £000
Adult Social Care - Net Expenditure	100,768	100,771
Total Income	(26,734)	(56,241)
Total Expenditure	127,502	157,012

Average Weekly Cost (£)

	OP	PD	MH	LD	All Client Groups
Residential	£797.23	£1,076.38	£984.12	£1,785.19	£1,282.30
Nursing (Excluding FNC)	£863.68	£1,110.39	£995.37	£1,450.48	£918.52
Supported Living	0	£1,240.52	£805.19	£1,566.44	£1,237.42

Home Care	OP	PD	MH	LD	All Client Groups
Average Weekly Cost	£293.34	£255.40	£135.05	£277.22	£269.31
Average Weekly Hours	15.5	13.5	7	14	14

its core responsibilities, through approaches that demonstrably improve productivity, efficiency, and value through making the best possible use of the resources we have available.

Along with Lambeth health and care partners through the Lambeth Together Partnership, we are working to draw together the financial resources of the council and the NHS, acting together to secure high quality care and to drive health improvement and reduce health inequalities for the benefit of residents. This includes our Lambeth Better Care Fund - a pooled fund of services commissioned by both Local Authority and Health (Integrated Care System). Lambeth's Better Care Fund (BCF) reflects the collaborative relationships established by the local authority with health and voluntary sector providers in supporting person-centred care. Current priorities are improving discharge from hospital to the community and continued development of the alliance approach to a localised community response to need, with a focus on addressing inequalities.

In this financial context, we are focused on early intervention and prevention to meet needs before they escalate to more intensive and costly interventions. We want to ensure that we have a strategic approach to commissioning, particularly where we use a high proportion of spot

placements, to support consistency for the market and affordability for the commissioning authority.

Recovery from the Covid-19 and cost of living

We recognise that the Covid-19 pandemic has had a profound impact on the lives of Lambeth people, our care workforce and all health and care services. We are exceptionally grateful to all Lambeth carers for their invaluable support to Lambeth people throughout the pandemic response. In many cases, we have built stronger relationships with providers through the pandemic, and we want to develop this close partnership working even further as we look ahead to the next five years. We also recognise that the pandemic has sharpened existing inequalities, with greater adverse impacts for social care clients and staff engaged in delivering social care.

As we continue to work with Lambeth health and care providers to recover from the impacts of Covid-19, we anticipate that the pandemic will continue to impact demand for social care services over the next five years. This is due to a range of factors, which include long Covid; adverse impacts of the pandemic on mental health and wellbeing; and pandemic related safeguarding issues. Lambeth commissioners will continue to work

with providers to understand and mitigate these impacts for Lambeth residents, carers and health and care providers.

We also recognise that the current cost of living crisis places significant additional pressure on Lambeth people and on the finances of Lambeth providers. In Lambeth's 2022 Resident Survey, 49% of people interviewed said that their financial situation had got worse in the last year. We engaged with current providers of health and care services to help shape the development of this Market Position Statement – when asked to identify the greatest market sustainability challenge at present, 46% of providers answered financial sustainability and cost of living, followed by 23% for workforce pressures.

In the context of Lambeth's Prevention Framework 2023–2028, this Market Position Statement sets out our plans for ensuring Lambeth adults can access high quality preventive support, primarily within the community, to help prevent avoidable escalation of needs to more intensive interventions. We are committed to working in partnership with Lambeth providers to support their ongoing financial and operational sustainability, whilst also commissioning services that are affordable for the local authority within available budgets.

About Lambeth

Lambeth is a densely populated inner London borough with a diverse and growing population of 317,600 residents.

There are significant opportunities in Lambeth, as a borough that is home to a multitude of assets: from strong community networks and a committed voluntary and community sector, to flourishing businesses and quality public services.

However, there are also **pronounced and persistent inequalities that deeply impact our communities**. The impacts of deprivation, health inequalities, London's housing crisis and climate change are adversely impacting Lambeth people.

We recognise that these inequalities have a particularly significant impact on Lambeth's black communities, who are disproportionately exposed to factors like poverty that increase the likelihood of experiencing poor health and wellbeing.

We are committed to taking positive action to improve outcomes for all, with a focus on those at risk of experiencing poorer outcomes, in support of our Lambeth 2030 vision and mission to make Lambeth a borough of equity and justice.

Please refer to [Lambeth 2030: Our Future, Our Lambeth](#) for an overview of the Lambeth population



Our Lambeth

317,600

residents

↑ 18%

increase in people aged 65+ from 2011–2021

70%

of residents live in the 40% most deprived areas nationally

8.3%

of Lambeth's population identify as LGBTQ+, 3rd highest LGBTQ+ population in the UK



Lambeth is a diverse borough. Lambeth has a significantly higher proportion of people from Black, Black British, Black Welsh, or Caribbean, and African backgrounds (24%) than London (13.5%) or England (4.3%). Lambeth has a larger population of older black residents aged 65+ (25%) compared to London or England. Lambeth's older population is more diverse than England.



Around 40% of residents were born outside of the UK, similar to London, and much higher than England (17%). Lambeth has a significant population of people born in The Americas and the Caribbean (9%) and Africa (8.5%) and a large population of people born in the EU (13%).



Lambeth has a significant percentage of residents who speak Spanish (4%) Portuguese (2.9%) more than London and England. According to the 2021 census, the number of people over 65 who cannot speak English or cannot speak English well has increased by 43% since 2011 (from 1,385 to 1,984).



Lambeth has one of the largest LGBTQ+ communities in England. The 2021 census marked the first time sexual orientation featured in a census and the results show that **22,198 Lambeth residents identified as Lesbian, Gay, Bisexual, or as another non-heterosexual sexuality (LGBTQ+)**. This is equivalent to 8.3% of Lambeth's population: **the second highest proportion in London** (behind the City of London) **and 3rd highest in the UK** (behind the City and Brighton and Hove). Within the older people's population, the census shows that Lambeth has a substantially higher proportion of LGBTQ+ people than England or London, with 3% of those who answered this census question defining their sexual orientation as Gay/Lesbian, Bisexual, or another sexual orientation.



Most Lambeth residents report a high degree of community cohesion: 82% of responses to the 2022 Residents Survey said that they feel that communities get on well together and one in five identified the borough's diversity as one of Lambeth's key assets

43.7%

Lambeth has a significant Christian population (43.7%). More people in Lambeth follow no religion (37.5%) than London or England. The second largest religious population in Lambeth is Muslim (8.1%).

Our Lambeth



Lambeth’s older people’s population is increasing and is projected to continue to grow. According to the 2011 and 2021 census returns, Lambeth saw an increase of 14.4% in the total census population for people aged 65+ in this period – from 23,817 in 2011 to 27,259 in 2021. From 2011 to 2021, population growth was much higher in the population aged 50+ than all other age groups.



Lambeth is a borough with high levels of deprivation: 70% of residents live in the 40% most deprived areas nationally (2022 Lambeth Health Profile).

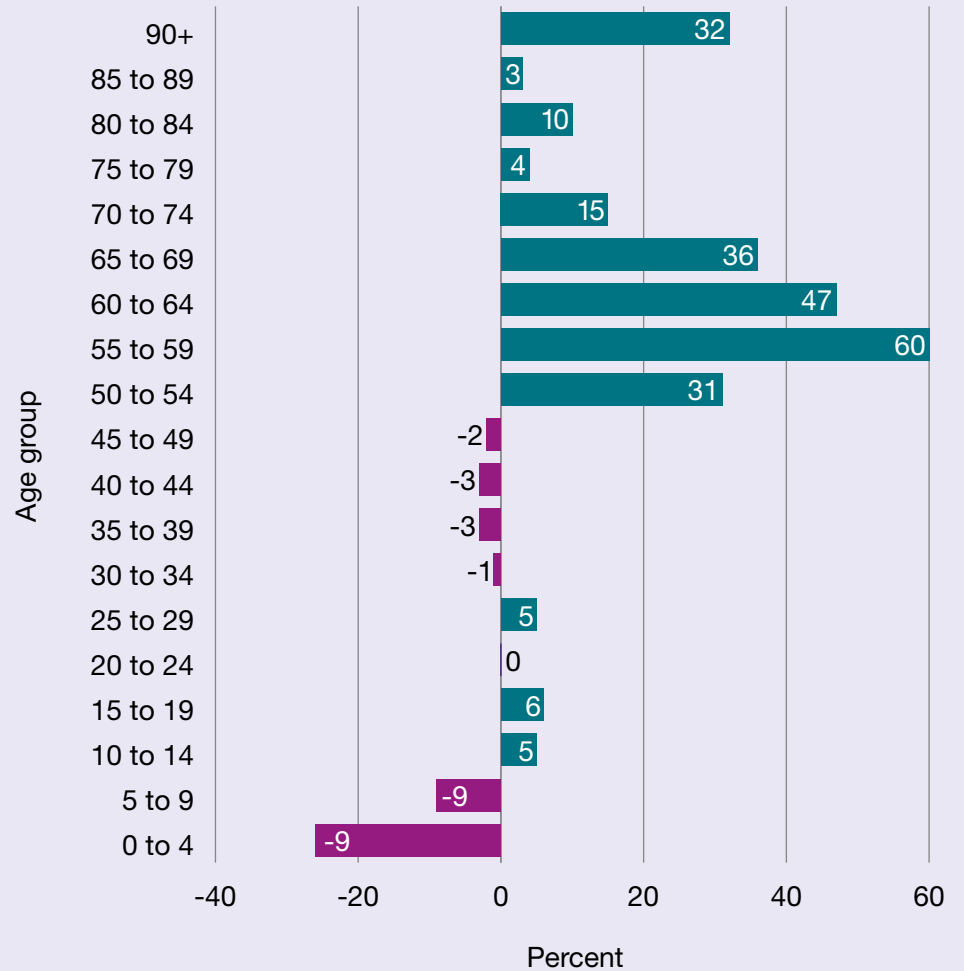


The disparity in unemployment rates in Lambeth between ethnic minorities and all working people is higher than in London and England.



Lambeth has a higher proportion of social housing (34%) than London or England (23% and 17%), and a lower proportion of owner-occupied housing (33%) than London or England (45% and 61%).

Population change by age group in Lambeth, 2011 to 2021



Source: Census 2021

Demand and supply of care and support for Lambeth adults

Lambeth is host to a wide variety of care and support for residents – from local community networks to statutory services and other care and support initiatives.



There are 81 adult social care providers in the borough of Lambeth registered with the Care Quality Commission (CQC).

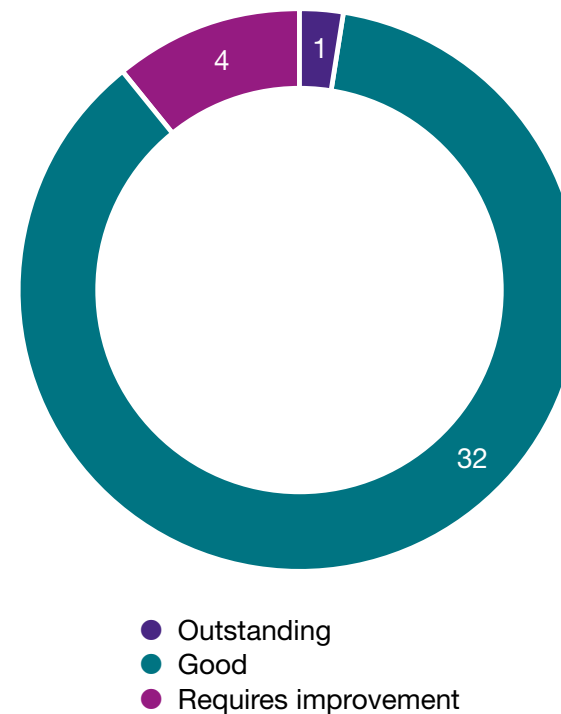
- 37 care homes,
- 44 community care providers (26 home care, 6 extra care and 12 supported living)

Additionally, Lambeth is host to a range of CQC registered health and care services, including one hospice which is currently rated 'Outstanding'.

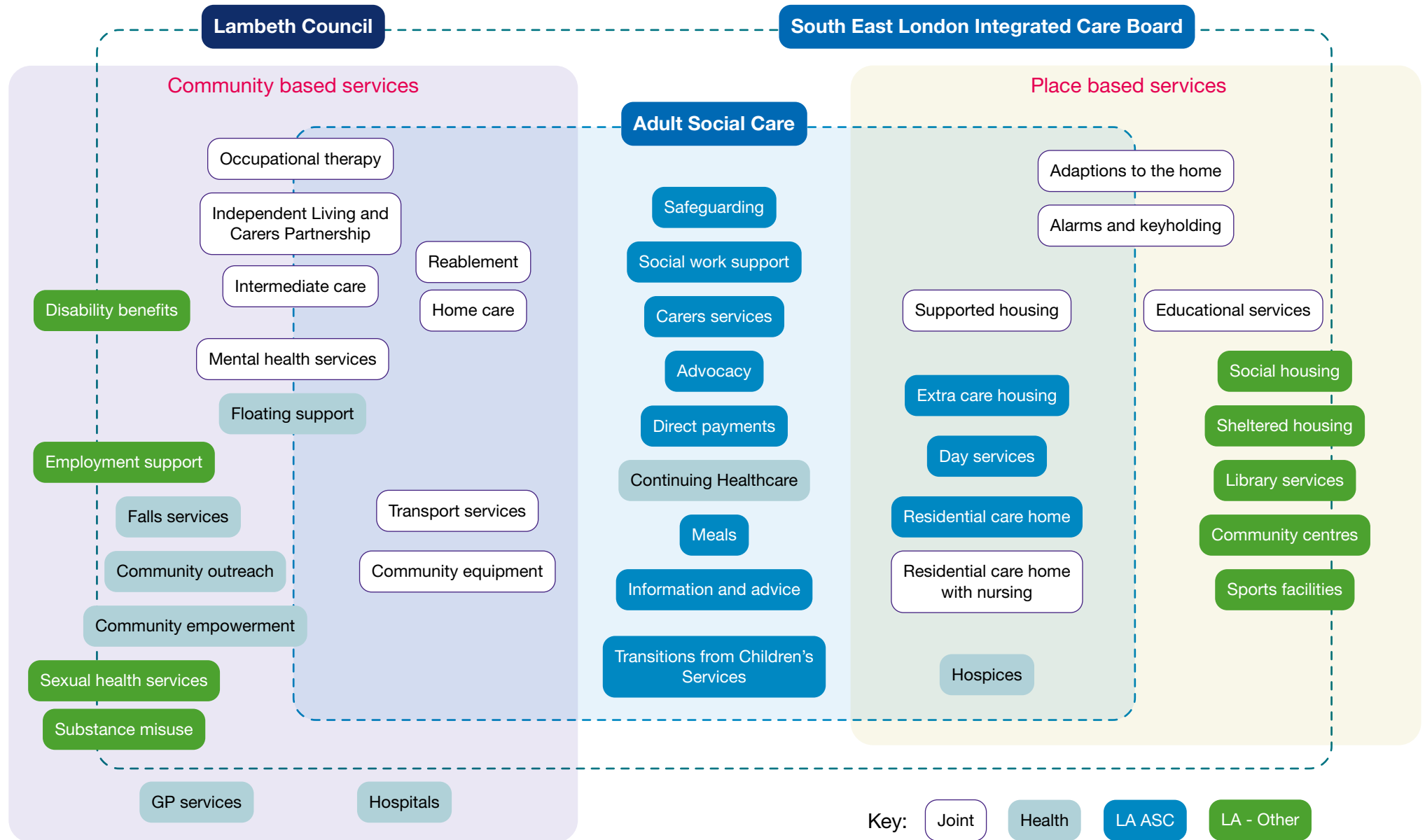
In addition to Lambeth's CQC-registered services, there is also a diverse and varied in-borough non-registered market, which includes social prescribing, befriending, carers support and advocacy.

Lambeth also has good connections with providers and services registered outside of the borough who form part of the sub-regional care market. The provision of services outside of the borough supports flexibility and choice for Lambeth clients and for certain community services – particularly home care – providers from outside of Lambeth may support Lambeth clients within the borough in their local area or at home.

In borough CQC registered ASC market by CQC rating November 2023 snapshot



Lambeth health and care system



Lambeth care market capacity and overview:

Lambeth has a diverse health and care market with varied specialisms and skills in supporting clients across a range of primary support needs, including the following:

Community based care and support

- Lambeth commissions a range of home care providers to provide standard personal care and specialist care, including specialist mental health, learning disability and CHC providers.
- The borough is host to day services for older adults, physical disability, mental health, learning disability and dementia. This includes five learning disability providers.
- Lambeth also offers community outreach and Shared Lives services for people with a learning disability and/or autism.
- Via a consortium contract with the voluntary sector, Lambeth has an integrated prevention and carers support service that offers a wide range of support including befriending, social prescribing, advocacy, carers support, community development and a direct payment support service.

- Lambeth hosts the Project Smith Community Connectors programme: a co-produced, resident-led community development programme which develops a wellbeing-focused team of community connectors.
- In 2022, Lambeth launched The Crescent, a new learning disability resource centre for the community – the design of which was shaped by extensive collaboration with Lambeth adults, carers and community groups.
- Lambeth has a range of mental health and outreach support available in the community, including an integrated mental health resource centre and crisis support service; a mental health floating and medication support service; and an information, advice and support service.
- Through the Lambeth Living Well Network Alliance, local health and care partners are working together with communities to improve adult mental health services. The LWNA uses alliance models of commissioning and contracting to deliver outcome-focused support to Lambeth people in locality areas. Recently, this has included the launch of a Culturally Appropriate Peer Support and Advocacy service (CAPSA) provided by Black Thrive, to respond to the inequalities faced by Lambeth's Black community in mental health services.

- To provide additional support to Lambeth adults with dementia, Lambeth has a dementia advice and support service and a specific dementia day service.
- Lambeth operates a framework agreement with 20 providers of specialist community transport for adults in the community.
- Lambeth provides equipment and adaptations in the home for individuals assessed as being eligible for this support. This includes a personal emergency or community alarm service installed in the home to support those feeling vulnerable at home, as well as a key safe service.
- Lambeth adults with substance misuse related problems can access support from the Drugs and Alcohol Consortium (Lambeth), a multidisciplinary team offering advice, assessment, referrals, interventions, and aftercare.
- Lambeth provides a range of sexual health specialist services, including outreach, HIV prevention and sexual health promotion services.

Accommodation based care and support

- There are 37 Lambeth care homes, including nine older people's homes. The homes provide residential and nursing care, alongside Discharge

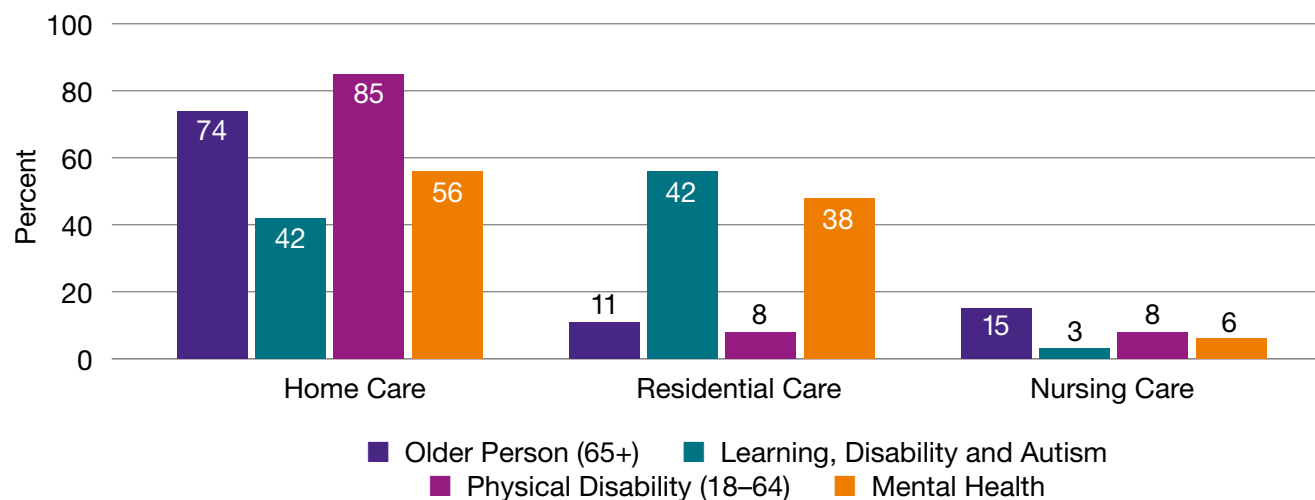
to Assess (D2A) beds to support step-down care following hospital stays.

- Lambeth has specialist services for people with a learning disability and/or autism include 30 supported living schemes, 5 day services, 14 care homes, outreach and Shared Lives.
- The borough currently has 344 units of block supported accommodation for mental health to deliver flexible, culturally appropriate care and support.
- Six extra care schemes with current capacity to support 320 individuals. These schemes enable individuals to remain supported at home for as long as possible with tailored care and support plans.
- Lambeth has one hospice located in the borough and we also commission further specialist palliative and end of life care via another hospice located in the wider South East London sub-region. This is in addition to a separate contract for overnight home care for individuals with end of life care needs.

Placement overview

According to market research by LSE and ADASS London in August 2022, Lambeth commissioned close to 900 placements and packages of care in

Placements and Packages of Care commissioned by Lambeth



Source: ADASS and LSE August 2022

2021, the fifth highest of any London borough in this period. More than 50% of all placements and packages of care were for older people and around 25% were for learning disabilities.

The breakdown by primary support reason shows that we are primarily and increasingly supporting Lambeth adults in the community, including via home care. This is particularly the case for older people's placements and packages of care

(74% home care) and physical disability (85% home care). For both learning disability and mental health, the usage of home care support is increasing relative to residential care:

- For learning disability clients, the proportion of home care placements rose by 12% from 2019 to 2021 while residential placements fell by 8% in this period.

- For mental health clients, the number of residential placements has been falling since 2016, and the number made in 2021 was about 85% of what it was in 2015.

We anticipate that this trend will continue, as we seek to support more people with learning disability and mental health needs within the community wherever possible.

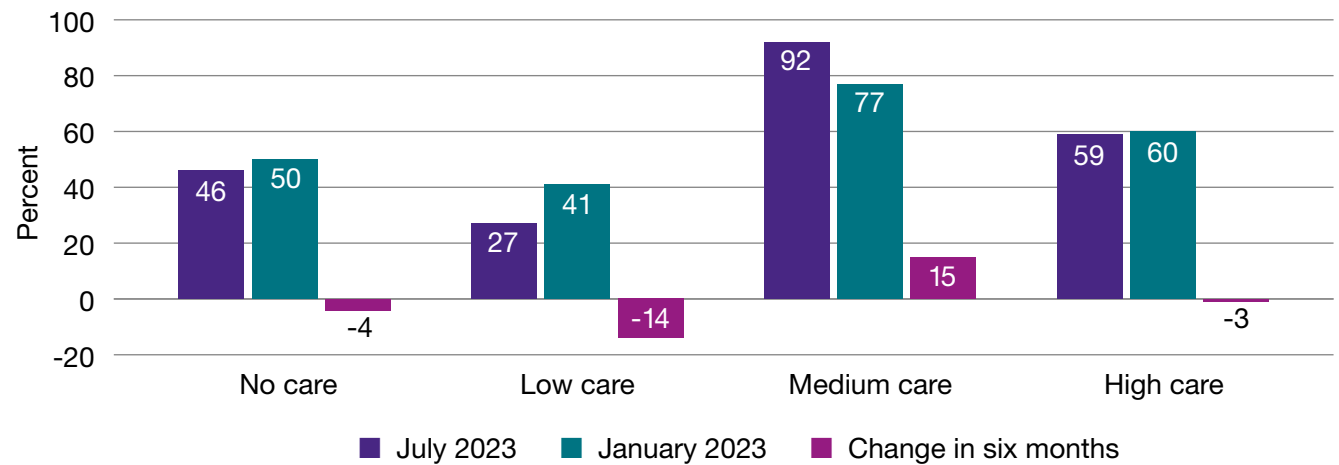
Extra Care placement analysis 2023

In the period January to July 2023, service data shows consistent demand across the Extra Care six schemes, with an occupancy rate of 91%. The breakdown of support needs in 2023 (year to date) shows a high proportion of Extra Care packages with ‘no care’. We want to explore opportunities for supporting individuals with no care needs to live independently in other forms of tenancy, to support a greater proportion of individuals with care needs within Extra Care.

Diversity

Lambeth is committed to upholding equalities, diversity and inclusion through the provision of genuinely inclusive care and support to all

Total Packages in Extra Care schemes



communities, with a particular focus on those who have protected characteristics. For example, Lambeth commissions a specific LGBTQ+ affirming Extra Care scheme with a model focused maintaining independence and reducing isolation, with a model involving representational staffing where care and support is provided in an inclusive environment. In 2022, Black Thrive Lambeth

launched the Culturally Appropriate Peer Support & Advocacy (CAPSA), after extended engagement with the community to co-produce the Lambeth Living Well Network Alliance’s new offering in culturally appropriate care. The CAPSA service aims to improve the mental wellbeing and recovery journeys of Black communities in Lambeth, through culturally appropriate support that is co-

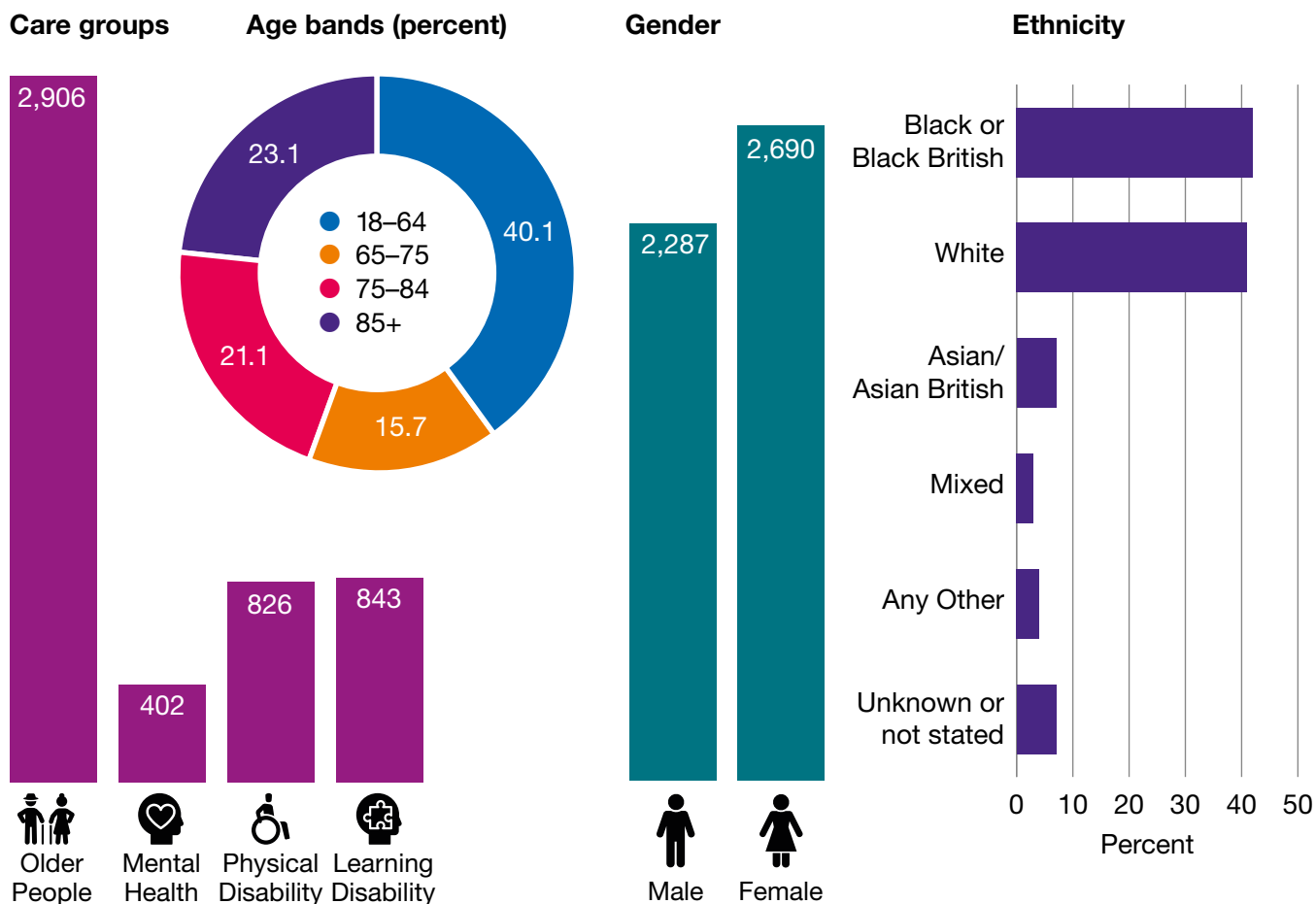
designed with community allies and service users. We want to build on these models to ensure that we offer high quality support that meets the needs of Lambeth’s diverse population, with a focus on our African and Caribbean communities and LGBTQ+ communities.

Lambeth commissions care from a large and diverse provider market. Currently, Lambeth’s older people’s care homes include one faith home and one home with specialism in supporting residents from Asian backgrounds, where all staff speak at least one Asian language as well as English.

Within the home care market, Lambeth commissions both standard home care and specialist care from organisations skilled in supporting specific client needs. This includes learning disability providers; specialist mental health; specialist support for deaf people; support for Continuing Healthcare clients.

Additionally, Lambeth commissions home care packages from several organisations with expertise in supporting specific communities, with staff teams equipped with appropriate language skills and knowledge of customs, faith and dietary needs.

Who we support in Adult Social Care – from Lambeth Local Account 2022/23



Direction of travel

Based on our analysis of the Lambeth care market and the evidence base for current and future need, Lambeth recognises the need to develop market capacity in several areas:

- **Early intervention and prevention:** Lambeth’s population is projected to grow and the care and support needs of Lambeth adults will increase in complexity in years to come. To help maximise wellbeing for longer, it is vital that Lambeth adults and unpaid carers can access a wide range of activities, social opportunities and early support in their local neighbourhoods.
- **Enhancing our community care provision to meet the needs of Lambeth adults with care and support needs,** including a growing older population. We will focus on developing our home care and extra care offer to respond to these needs, to ensure people can live independently at home and in the community wherever possible.
- Where residential accommodation is required, we anticipate that **care in residential settings will predominantly meet the needs of Lambeth adults with more complex needs.** This will include nursing care, dementia care (residential

and nursing), and support for individuals with complex behavioural needs.

- **Support for carers:** Lambeth recognises the significant contribution Carers make to the community as well as the people they care for. As the ‘cared for’ population increases, we also need to develop local support for identifying and supporting carers. This is key for maintaining and improving their health and wellbeing and continuing in their caring role.
- **Ensuring sufficient availability of support for adults with dementia,** both within the community and in residential or nursing settings.
- **Further developing the range of specialist support for Lambeth’s diverse communities** and supporting the workforce to be confident, aware and competent in supporting adults with protected characteristics. We want to enhance the variety of culturally appropriate support available in Lambeth and we want to strengthen support for people who identify as LGBTQ+.

We recognise the importance of building on existing assets and support in place for Lambeth adults, whilst developing the Lambeth care and support marketplace to respond to emerging and future needs. This Market Position Statement

describes our commissioning intentions for the Lambeth adults care and support market, based on insights from the local evidence base.



What the data shows us about demand for care and support – key headlines:



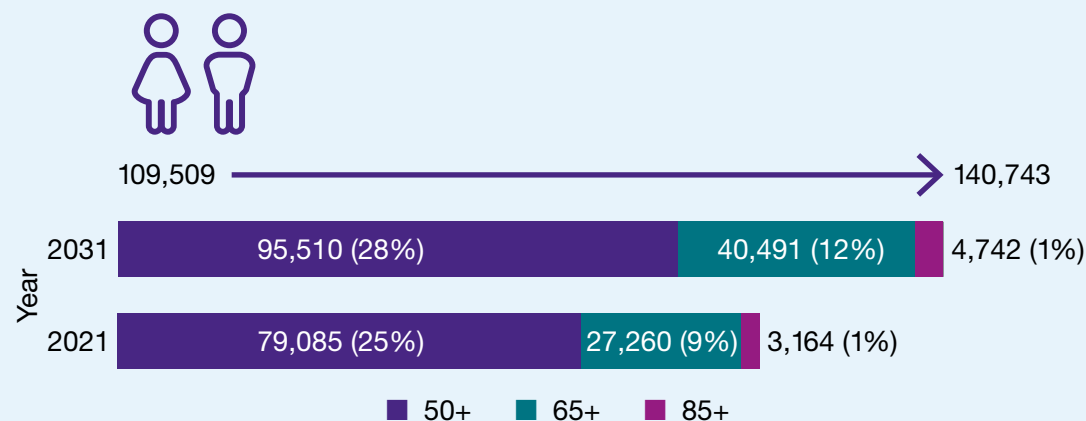
Lambeth’s population is projected to continue to increase over the next 10 years, with the highest rate of increase in the older population groups (see graphic right: projected increase of c.30,000 in Lambeth adults aged 50+ from 2021 to 2031). We need to ensure that our care and support marketplace is responsive to the needs of a growing older people’s population in years to come. We anticipate that this will present rising demand for care and support overall, with increasingly complex care needs for many individuals.



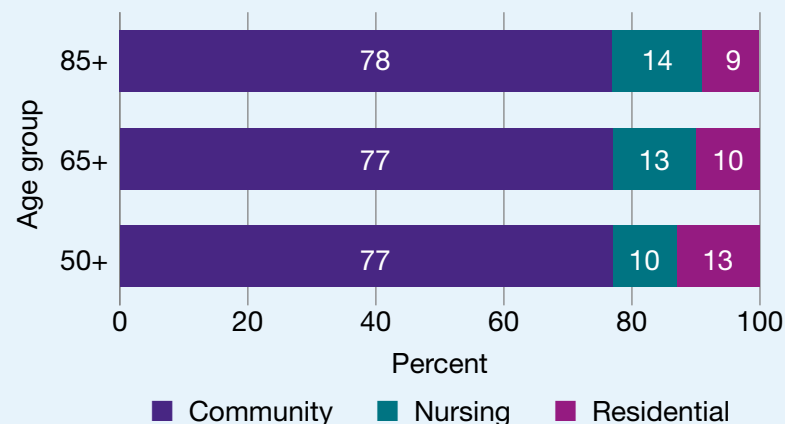
Most Lambeth adults live at home or in accommodation within the community, including 77% of Lambeth adults aged 65+. As the older population grows, we expect to see a further increase in the proportion of older people who are supported to continue living in the community. Where individuals require a care home placement due to the complexity of their needs, it is anticipated that a higher proportion of people will be supported in nursing settings.

We are seeing rising complexity across a wide range of needs (physical, mental health, learning disability) and across age groups; ensuring sufficient supply of appropriate placements for clients with multiple needs is a key commissioning priority.

Rate of increase in the older population groups



Distribution of service users by age group, 2022





Dementia diagnosis for people aged 65+ is higher in Lambeth (77.2% in 2021) than London (65.6%) and England (61.6%), according to Office for Health Improvement and Disparities data. Local intelligence underlines the need to increase availability of dementia support in both community care and residential settings to meet emerging needs for Lambeth older people.



Amongst Lambeth residents who receive a package of support via Adult Social Care, a higher proportion are from black ethnic backgrounds (41%) and a lower proportion are from white ethnic backgrounds (45%) than in the overall resident population. It is important that we have a consistent focus on reducing inequalities in all of the work that we do, which includes ensuring that high quality and culturally appropriate support is accessible to all Lambeth residents.



Lambeth has a relatively low number of adults who fund the costs of their care ('self-funders'): ONS estimates for 2021 to 2022 indicate that approximately 7.5% of Lambeth community care (including home care) clients are self-funders and that 9.7% of Lambeth care home residents are self-funders. It is anticipated that Lambeth will continue to have a relatively high proportion of social care clients whose care is funded and arranged by the council.



A higher proportion of working age adults (18–65) self-identified as LGBTQ+ in Lambeth's resident survey in 2022, in comparison with older people aged 65+ (7%). This indicates that **the proportion of older people that identify as LGBTQ+ will increase**, particularly as the 45–64 age group (17% self-identified as LGBTQ+) ages over time.

Commissioning intentions





1 Prevention and wellbeing

In the context of Lambeth’s Prevention Framework 2023–2028 and our Health and Wellbeing Strategy 2023–2028, we recognise that it is critical to make sure that Lambeth people can get the right support at the right time to ensure the best possible health and wellbeing outcomes for all. This means that all partners in the Lambeth system need to work closely together to help ensure the needs of Lambeth people are addressed at an early stage, connecting with the many valuable assets within Lambeth’s community.

What we want the health and care market to offer over the next five years:

- **Providers of health and care support recognise and support our assets in the community including carers, grassroots organisations, volunteers, voluntary and community sector organisations, local community groups and individuals.** Providers

work collaboratively with other partners in the local system to help signpost and support people to meet their needs at an early stage.

- **We want to strengthen our partnerships with the voluntary community sector and build on existing support in local communities** to enable people to connect with their community networks and access support at an early stage.
- **We will have a consistent focus on a ‘home first’ approach to commissioning – supporting Lambeth adults to remain at home and in the community wherever possible.** We are focused on the mobilisation of new home care contracts by 2025 and the development of our Extra Care model. Through close working with providers, we intend to maximise opportunities offered by the Extra Care model by increasing referrals for those with more complex needs.
- **We will focus on commissioning for outcomes** – we want to work together with providers to explore creative and preventative models for achieving better outcomes for individuals. We will also use this approach to measure and monitor the impact of services provided to Lambeth adults and carers.
- **We will ensure the visibility, recognition, identification and awareness of Carers.** We



I am fortunate to receive targeted, and specialist culturally appropriate support... prevents me from burning out, feeling lonely and maintains my social wellbeing post COVID-19 lockdown.”

Lambeth carer,
Carers Strategy consultation 2022



Services should engage with the communities and learn from people.”

Participant
in Lambeth mental health focus group 2023

will focus on promoting awareness of Carers throughout the community to help increase identification and early support to Lambeth carers. This is a key commitment for Lambeth's Carers Strategy 2023–2028, recognising that support for the mental, physical and emotional wellbeing of carers is vital for both the carer and the person they care for.

- **We will continue to deliver the priorities from the Lambeth Living Well Network Alliance** for improving mental health services. This includes supporting more people to maintain recovery and live independently in the community; reducing the numbers of people reaching crisis point; promoting better physical health and wellbeing of people with serious mental illness; and improving the mental health outcomes for people from black communities in Lambeth with a focus on culturally appropriate services through advocacy and peer support and maintaining a consistent feedback loop for service users and communities.
- **We will focus on improving outcomes and support for people who are autistic or have a learning disability, as set out in our Learning Disability and Autism Health and Care Plan and All Age Autism Strategy.** We will work with all partners in the health and care system

towards ensuring that people with learning disabilities and/or autism achieve equality of life chances, live as independently as possible and have the right support from health and care services.

- **We will work with partners and colleagues to ensure access to health and wellbeing services** in ways that suit Lambeth adults and empower them to experience positive outcomes. This includes access to health promotion support, drug and alcohol treatment and sexual health outreach.

Key opportunities coming up

- **Prevention and carers support:** we have built strong partnerships with the voluntary and community sector, including through Lambeth's strategic partnership with the Connect Lambeth consortium. We are preparing to re-commission the council's main voluntary community sector prevention and carers support service from 2024, for a new contract to start in 2025. We will review Lambeth's service requirements for prevention and early intervention by the end of 2024.
- **Preventative service for Adult Social Care:** following a successful pilot, we are preparing to commission a preventative service for a voluntary sector provider to receive calls into Adult Social



Important to recognise what older residents bring to the community and not see them as recipients of care and support.”

**Lambeth adult aged 50+,
Age Friendly Survey 2023**

Care and signpost and offer support, able to link many callers up to local resources and assets before needs escalate to requiring Adult Social Care support. We are preparing to commission a new contract to run for at least five years from April 2024 (with the option to extend by two further years).

- **Lambeth Carers Strategy:** we are currently preparing to launch a new Carers Strategy 2023–2028, in partnership with Carers Hub Lambeth and the Carers Collaborative Strategy Group. This will help shape the model for our carers support service when we prepare to recommission this service for beyond the end of the current contract in 2025.
- **Delivery of the Learning Disability and Autism (LDA) Health and Care Plan**, including close working with health and care partners and care providers to provide the right accommodation and care that promotes independence; and ensure access to and delivery of Annual Health Checks to improve uptake of the checks and increase the percentage of people with an agreed

Health Action Plan after risk identified via the Annual Health Check.

- **Lambeth Living Well Network Alliance:** alongside partners in the Alliance, progressing the transformation of community mental health services to provide early help and timely support through greater joint working with primary care; maximising opportunities for access to independent accommodation and sustainable paid work and meaningful occupation; and continuing to tackle disparities experienced by black African and Caribbean heritage service users through initiatives such as culturally appropriate peer support and advocacy.
- **Lambeth has recently entered a new partnership with The Royal Foundation, as part of the Homewards project focused on tackling homelessness.** Homewards is a five-year locally led programme which will see the council work as part of a local led coalition of committed individuals, organisations, and businesses who will work together to create and deliver a tailored plan delivering solutions to

prevent and end homelessness – with a focus on making it rare, brief, and unrepeatable

- **Community based drug and alcohol treatment services for young people and for adults are currently being reviewed in line with both local and national policy changes.** This provides Lambeth with an opportunity to refresh the service offer with a focus on early intervention, prevention, outreach and more focused engagement to support our communities and residents.
- **We want to develop a network of non-clinical sexual health outreach, education and health promotion services** to target key populations across our borough. We want our services to co-locate where possible to enable improved access for vulnerable groups within the community and the places where they live, work or visit.



2 One borough approach

Through our recent consultation for the Lambeth Together Health and Wellbeing Strategy 2023 – 2028, one of the key messages that residents shared was the importance of feeling connected to other people and resources in their community. For residents, it is vitally important to have the right support in the place where they live; not just at a borough level, but within their neighbourhood. In our 2022 Resident Survey, most residents told us that they were satisfied with their local area, although just over 15% were not, and that they were willing to work together in their neighbourhood to help improve it. Residents also value friendships and people helping each other in their local area.

We recognise that local health and care services need to be organised in a way that is meaningful and accessible for Lambeth people. This

understanding has informed the design of our local health and care services: we have embedded Lambeth Together Alliance models for health and wellbeing in recent years and organised Adult Social Care services and Connect Lambeth voluntary sector services by neighbourhood locality. We want to continue developing support at a neighbourhood level so that local partners can build close and effective connections and work effectively together to maximise the health and wellbeing of residents. We will bring an asset-based approach to supporting residents in their local area, building on and connecting with what is in the community.

What we want the health and care market to offer over the next five years:

- **We want health and care providers to work in close collaboration with health partners at a local level**, including via our Lambeth Together Neighbourhood and Wellbeing Alliance and the Lambeth Together Living Well Network Alliance. Each Delivery Alliance and programme team is made up of leaders from Lambeth's health and social care organisations and community representatives to improve outcomes and address inequalities.



Using churches, halls, local libraries - we can connect people together. If connections break down, people get lonely.”

Lambeth resident aged 60+,
Thriving Communities engagement 2022



Services should run in places [we] already access, feel comfortable, safe and are used to going.”

Participant
in Lambeth weight management focus group with Black Men's Consortium, 2022

- **We want to explore new opportunities for supporting Lambeth people within neighbourhood areas**, drawing on the learning from our Lambeth Together delivery alliances. We will work with neighbourhood providers of standard home care to mobilise a new neighbourhood model of care, strengthening partnerships with local health and care partners in the neighbourhood area.
- **We aim to support people in or close to the borough where possible and where this is what they want.** We want to encourage providers to engage with us about plans for service development within the borough, linking with Commissioning and with Planning services where relevant.
- **Providers will connect with and strengthen assets in local communities via close working with the voluntary and community sector and other local partnerships.** This will help support Lambeth residents to stay well and live independently for as long as possible in the communities they call home. We have a range of dynamic local projects in place that are led by the voluntary and community sector, with a focus on areas with higher deprivation and health inequalities. We want to build on the success and learning from projects such as the Project

Smith Community Connectors initiative that is available across all wards in Lambeth and aligned with three Local Care Networks (LCNs), and the Thriving Communities model, with Community Hubs in Stockwell and North Lambeth.

- **We will continue to explore and advance opportunities to integrate health and social care services in support of our Lambeth Together health and care plan, Our Health, Our Lambeth.** We will build on our learning from recent service integration initiatives, including Intermediate Care Lambeth: one joint service with Rehab and Reablement and Urgent Response functions.
- **We will make Lambeth an Age Friendly borough**, through close collaboration between all local partners including Lambeth health and care providers. We will engage with our residents to understand how we can create a borough that is truly age-friendly and to create a plan for realising this. Our providers will play a key role in supporting the design and delivery of this initiative.

Key opportunities coming up

- **We will move to a neighbourhood model for standard home care from 2024**, under new contracts running to 2031. We will also have

a borough wide specialist home care contract to support choice and control for clients with additional needs. We will work closely with the neighbourhood providers to develop and sustain strong connections with local health and care services, including the Lambeth Neighbourhood Nursing Teams. The neighbourhood providers will work with the reablement therapists and other professionals to help maximise the independence of the people they support.

- **Lambeth Council is establishing local Health and Wellbeing Hubs:** based in trusted community venues our hubs are co-designed in partnership with local residents and other local stakeholders to provide a range of support that promotes and sustains wellbeing e.g. access to food, a space to connect with others, activities, welfare advice and mental health support.
- **Programme to support healthier communities with the development of health improvement programmes and services delivered at a neighbourhood level** including recommissioning of weight management, access to Long Acting Reversible Contraception (LARC), NHS health checks, stop smoking and the development of community-based and led initiatives such as social prescribing.

- **Lambeth Council is committed to becoming an age-friendly borough and has joined the UK Network of Age Friendly Communities, run by the Centre for Ageing Better.** We will work closely with residents and with health and care partners to develop the key areas of community life that help to support ageing well. This will include reviewing outdoor spaces and buildings, housing, transport, social participation and inclusion, civic participation and employment, community support and health services.
- **The Council is preparing to mobilise new contracts for a drop-in and floating support service for adults with Learning Disabilities:** the new contracts will start in April 2024 and run for a minimum of three years with the option to extend by up to four additional years. We want to increase the variety of activities and support services available, listening to the ideas shared by people who currently use the floating support service.



3 Personalisation and choice

Maximising independence is key to our vision for adults health and care in Lambeth. Where adults require support, all health and care partners should equip Lambeth adults with choice and control at all stages of their journey through the health and care system. Our priority is to take forward commissioning opportunities that support individuals to maintain and regain independence, including re-ablement and step-down care models.

The diversity of our borough is what makes Lambeth unique; this understanding is central to Our Lambeth, Our Future, Lambeth's Borough Plan for 2023–2030. To tackle inequalities and ensure that everyone can flourish in Lambeth, we need to recognise and respond to the strengths, wishes, needs and ambitions of each person as an individual. We are committed to supporting personalised care and choice for Lambeth adults and carers, in line with our local priorities and the wider national context of the NHS Long Term Plan and Care Act 2014.

What we want the health and care market to offer over the next five years:

- **We want to ensure that people are supported to maintain their independence, whether in the community or in accommodation-based settings.** We offer support that focuses on maintaining independence in the community first and where accommodation-based support is needed, providers will support people to maximise their independence within the setting.
- **We want to increase the number of people accessing direct payments** to manage their care and support needs.
- **We want to increase the number of people accessing Personal Health Budgets** for those with eligible health needs.
- **We want to expand and develop the Personal Assistant market to increase choice for people accessing Direct Payments and Personal Health Budgets.**
- **We want to explore the opportunities for development of alternative approaches for personalisation,** such as Individual Service Funds.



People with autism not only need support but guidance and resources to help them adapt to and learn daily life.”

Lambeth carer,
All Age Autism Strategy Consultation 2023



[My goal is] to boost my confidence so I can get back to work and make a difference in my community using my skills.”

Participant
in Lambeth mental health focus group session 2022



It has included me, it's personal. We have been encouraged to shape the programme... We bring our own experience, we are seen and heard.”

Project Smith Community Connector 2023

- **We will enable people to have their needs assessed through a strengths-based approach, ensuring that the person has choice and control.** Providers of health and care services will share in this ethos and way of working with Lambeth people, as also set out in our Lambeth Adult Social Care Practice Model.
- **We want to ensure that people receive the right amount of support at the right time.** Where individuals regain independence following support, the level of support should be reviewed and may be stepped down as appropriate to meet the individual's needs.
- **We want providers to consistently involve the people they support in the design and delivery of care and support.** This means enabling individuals to co-design and direct their care and support plans and – at a wider level – playing an active role in decision making about the development of services and projects. We will draw on our collective learning from recent commissioning initiatives to inform our approach – particularly, the launch of The Crescent resource centre, where we successfully applied a new approach to working collaboratively with the community in designing services and developing robust person-centred care and support

arrangements in supported living. We would like to build on this approach in our future working with providers and Lambeth adults.

- **We want to ensure that people are supported during transitions at key life stages,** including transition to adulthood. We welcome dialogue with providers who can support both children and adults, or wish to develop their services to work across the life course, as this can be very beneficial for eligible individuals navigating these transitions across a wide range of needs including Learning Disabilities and Continuing Healthcare.
- **We want providers to support Lambeth adults with the skills for independent living:** from help managing daily tasks to job skills and usage of digital tools and support.

Key opportunities coming up

- **Direct payments programme:** we are currently working to develop capacity to support increased referrals to the Lambeth direct payments service to increase the numbers of direct payments set up for Lambeth adults. Our aims are to increase take-up of direct payments, reduce direct payment set up time and support the recruitment of Personal Assistants.

- **We are working to review the service requirements for Lambeth’s direct payments support service:** we will review how best to develop our direct payments support for Lambeth adults, ahead of the current direct payments support service contract end date in March 2025. This will include consideration of how this support service can help to develop the Personal Assistant market.
- **We will review the service model for advocacy services in preparation to commission new advocacy contracts to start by April 2025:** advocacy services are important for supporting individuals to navigate and speak out about their rights in navigating the health and care system. We will engage the provider market in the process of recommissioning the advocacy offer.
- **We will launch Lambeth’s All Age Autism Strategy:** setting out our commitments for creating an inclusive and supportive environment for autistic individuals and their families via a life-course approach, including how we will work to support autistic young people and adults through transitions at key life stages.
- **LDA Programme:** through the Learning Disability and Autism Programme, we will commission bespoke options for the group of named individuals that are most complex and at highest risk. Providers working with this group will need to be highly trained and experienced in using Positive Behavioural Support (PBS) methods.
- **We are reviewing the model for transitions from Children’s Social Care to Adults Social Care services:** our aim is to improve the experience of individuals who transition to adults services, through closer coordination and joint working between children’s and adults’ services.
- **We will commission a pilot Supported Employment service for adult social care clients with learning disability, together with our neighbours Southwark and Lewisham.** We know that many of our clients would like to be in employment, and that there are gaps in current services which do often end once people reach 25 years old. We plan to pilot a service with a wider scope for supporting Lambeth adults, and, if it is successful, would hope to commission a longer-term offer.





4 Keeping people independent within their own homes

To enable the best possible outcomes for Lambeth adults, our priority is to support individuals to stay independent within their own homes. Our engagement with Lambeth adults and carers has consistently underlined the importance of having the right support at home.

This understanding is also central to the prevention priorities set out within Lambeth’s Adults and Health Strategic Prevention Framework, with a ‘home first’ approach to meeting support needs. Our Housing Strategy 2023–2028 sets out our commitment to make Lambeth a place we can all call home. This involves ensuring appropriate accommodation for adults with care and support needs to live longer, live independently, and improve their health by getting the right support at the right time based on their need.

We recognise that Lambeth adults and carers have a wide range of needs, and it is vital to offer the right support to maximise wellbeing within the community – from home care, telecare and adaptations within the home – alongside accommodation with care for those with more

complex needs. We want to work with providers to develop our local marketplace for care within the community and accommodation with care, to support Lambeth adults to enjoy independence at home wherever possible.

What we want the health and care market to offer over the next five years:

- **We want Lambeth adults to have sustainable, good quality accommodation that meets their individual needs.** We will continue to require a good mix of care and support models within the community and in residential or nursing settings where the local authority identifies that this level of support is needed.
- **We want to ensure the provision of appropriate accommodation and support so that as people age, they live independently within their own homes for as long as possible.** We will support adults to live at home wherever possible, with support from home care providers for those eligible for this support. Where individuals need accommodation-based support, we are focused on maximising independence through models including supported living and Extra Care.



A happy and independent life with support provided from birth to end of life. ...People in Lambeth should find the right support in the community with hospitals and care homes the last option.”

Lambeth adult
responding to Health and Wellbeing Strategy Consultation, 2022



For a good health it is necessary have a good house, accommodation or even a flat.”

Lambeth adult
responding to Health and Wellbeing Strategy Consultation, 2022

- **We expect the care home market to meet the needs of clients with highly complex needs, with a transition to supplying a greater amount of nursing relative to residential care:** social care clients with lower levels of need will be supported in the community, meaning our care homes will predominantly support those with more complex needs. We are focused on developing our nursing care provision particularly.
- **We want to secure more options for independent, move-on accommodation for mental health and learning disabilities:** we want providers of supported accommodation to work with us to enable more people to move on into independent accommodation options from supported accommodation options, where individuals can live independently in the community.
- **We want to develop our existing supported accommodation offer to support and address more complex needs** (including substance misuse) and deliver better outcomes for people receiving support.
- **We want to ensure we have sufficient short-term intervention services** available and used efficiently to maximise supporting people at home.

- **We want to ensure we support Lambeth adults to return home after a hospital stay wherever possible.**
- **We intend to improve the pathway for people with learning disabilities and/or autism to be discharged from inpatient settings** and supported to live in the community with appropriate accommodation and care.
- **We want to maximise the benefits offered by digital innovations to support Lambeth adults to enjoy independence at home:** making proactive use of technology enabled care to help equip Lambeth adults to live independently and to support care workers to deliver high quality care. This may include using solutions such as apps that enable family and unpaid carers to be more involved.

Key opportunities coming up

- **Mobilisation of new neighbourhood contracts for standard home care:** we will work with providers to mobilise new neighbourhood home care contracts from April 2024. The neighbourhood model of care will allow for greater integration, continuity of care and use of community assets to benefit people receiving home care services.



- **The Council is seeking to commission new contracts for specialist home care** via a procurement process that will launch in 2024, ahead of contracts starting in 2025. The specialist home care model will not be limited to neighbourhood boundaries of the standard home care model and may work across the borough. Specialist care will be required where the local authority assesses that a service user's needs are of a more complex nature and require sufficiently trained and skilled staff to manage complex behaviours, communication and situations requiring highly structured packages of support.

- **Development of Extra Care:** following a successful procurement process, we are working with Extra Care providers to embed new contracts for six Extra Care schemes. We are working to increase capacity by an additional 61 units by the end of 2024. We intend to work with Extra Care providers to ensure an appropriate mix of clients across low, medium and high support needs – increasing the number of individuals with medium and higher support needs within Extra Care settings.
- **The Clarence Avenue extra care site will re-open at the end of 2024,** following extensive remedial works. The Council is seeking to commission a new contract for the site via an open procurement process which will go live at the end of 2023, with the contract starting in 2024. The new commissioning model will have a focus on supporting complex needs, maximising independence, and supporting people to stay at home for as long as possible.
- **Through Phase Two of the Somerleyton Road regeneration programme, the council is seeking to further expand Lambeth’s Extra Care provision.** The regeneration will see hundreds of new homes built in the heart of Brixton, and the Council will commission a new Extra Care contract for the once construction

is completed, with a target date to launch the procurement in 2026.

- **We will explore how we can strategically develop our overall commissioning model for accommodation with care,** to inform our commissioning plans.
- **We will review the model for our block contracts for nursing and residential care** in preparation to recommission these contracts after the current contracts are due to expire on 31 January 2025.
- **We will develop and implement new processes for making and managing individual bed-based care placements for adults with learning disabilities and/or autism.** We will engage with a range of stakeholders, including providers, to make sure our new processes deliver clarity and consistency for providers and offer good value, high quality, personalised care provision. We aim to go to the market in spring 2024, with mobilisation complete by 1 April 2025.
- **Lambeth Council will launch a new vision and strategy for technology enabled care.** We want providers to engage with us around digital solutions for benefiting Lambeth adults.

- **The national Digital Switchover will take place by 2025** – all providers will need to ensure that they have upgraded telecare systems with the new digital system by this time. This is an opportunity to embed digital technology in service delivery and to support adults and carers in adapting to this change.
- **We are preparing to review how we want to deliver respite services in future, in partnership with South East London,** to inform our commissioning plans for respite, including accommodation based options.
- **We will deliver Lambeth’s Housing Strategy** to improve outcomes for Lambeth people, supported by closer joint working between housing services and social care.
- **We have commissioned an independent review of the council’s sheltered housing provision,** with the aim of modernising and ensuring sheltered accommodation is fit for purpose for our older adults who may need additional support.
- **We are reviewing our system of Learning Disability and Autism crisis intervention / admission prevention services** in partnership with SEL ICS and Southwark and Lewisham Place Based teams.



5 Equity, inclusion, and justice

Lambeth is a borough with significant strengths, but our local evidence base shows that there are also pervasive inequalities in Lambeth, as demonstrated by our [Joint Strategic Needs Assessment](#). Our commitment to equity and justice is at the heart of Lambeth’s borough plan, Our Lambeth 2030, and our Lambeth Together Health and Wellbeing Strategy. This Market Position Statement sets out our approach to proactively tackling inequalities in Lambeth in partnership with providers of care and support for Lambeth adults and carers.

We will work with health and care providers to proactively address and reduce inequalities impacting Lambeth’s diverse communities. We will improve access to quality, personalised support to enable all to enjoy better health and wellbeing outcomes.

What we want the health and care market to offer over the next five years:

- **We will support Lambeth people to access health and care support**, including via providers signposting individuals to local services and directly supporting individuals to access relevant services or networks. We will work together to address and overcome barriers to health and care access that can impact people due to inequalities, whether that is race, gender, sexual orientation, immigration status or any other characteristic.
- **We are committed to tackling systemic racism in society and we want to ensure all our providers are proactively anti-racist.** All health and care providers must share in a zero tolerance approach to racism and any form of prejudicial behaviour. We will embed this expectation in contracts and contract monitoring as part of the commitments to Equalities, Diversity and Inclusion that Lambeth providers must uphold.
- **We will ensure that culturally appropriate support is available for Lambeth’s communities.** Lambeth care providers will work to ensure that the Lambeth care workforce reflects the diversity of our community. We



[We need] recognition of the need for services for older LGBTQ+ people who have been excluded for a lot of their lives.”

Lambeth adult aged 50+,
Age Friendly Lambeth survey 2023



We need to do more to reduce prejudice against autistic [people] and reduce the stigma.”

Lambeth adult with autism,
Lambeth All Age Autism Strategy consultation, 2023

welcome the recruitment of care workers skilled in communicating with residents in languages spoken by the community in Lambeth (including Portuguese and Spanish), British Sign Language, Makaton and with other communication training and skills.

- **We will ensure that health and care services are affirming, empathetic and responsive to the experiences and wishes of LGBTQ+ people:** Lambeth has one of the largest LGBTQ+ communities in England and it is vital that the care and support marketplace is skilled in supporting LGBTQ+ adults by providing inclusive support in all settings.
- **We will address the gap in employment outcomes for people with learning disabilities,** relative to the overall population. We will work with providers to develop and expand supported employment opportunities and pathways to employment.
- **We will ensure that the rights of carers are advocated for in every commissioning decision we make:** Lambeth commissioners will take forward this commitment for involving and engaging carers in our decision making processes.



Making sure everyone is aware of any kind of LGBTQ+ Activity or support Lambeth does. I think communication should improve [for] everyone to know that Lambeth is the council with the highest LGBTQ+ community and it's supported by the council."

Response to My LGBTQ+ Lambeth Survey 2022

- **We will proactively promote digital inclusion for those at greater risk of being left behind by digital advancements:** Lambeth’s 2022 resident survey showed that older people, disabled people and people from Black and Multi Ethnic backgrounds were much more likely to describe themselves as ‘not confident’ carrying out digital activities. It is vital for providers of health and care services to take multiple approaches to communicating and engaging with residents – including but not limited to digital methods. We also want to see providers supporting Lambeth people to develop their skills and confidence in using digital tools.

Key opportunities coming up

- **We are working with Lambeth GP surgeries to complete the Pride in Practice programme, which we are signed up to and have been running since 2019.** The programme trains GP surgeries to provide effective healthcare support to people in LGBTQ+ communities.
- **Training and development for Lambeth care providers in relation to supporting older LGBTQ+ people, in partnership with Opening Doors.** We are initially launching this programme via a pilot with eight care homes, with a training plan covering level 1 (Understanding the

needs of LGBTQ+ people over 50), and level 2 (Personalising Care for LGBTQ+ people over the age of 50) of the training.

- **As an officially recognised Borough of Sanctuary, Lambeth is working with the Lambeth Sanctuary Forum to encourage every GP practice in the borough to sign up for Safe Surgeries training** and to be recognised improve access to primary care for everyone in Lambeth.
- **Launch of the Lambeth Carers Strategy 2023–2028:** we will engage with Lambeth health and care providers to understand the key priorities of the strategy and to take forward our collective commitments for improving identification and support for Lambeth carers.
- **We are working to make Lambeth an Age Friendly borough by 2030:** we will work with older people and partners to make Lambeth the best possible place to age well, addressing and removing barriers for older people to positively engage and feel included in their local community.
- **We are working to make Lambeth a Net Zero borough by 2030:** as commissioners we will encourage providers to take practical steps that make a difference towards our net zero goal, including Social Value procurement tools. For

example, this may include supporting social care staff to walk, cycle, or take public transport; enabling recycling at services; and ensuring building-based services are as energy efficient as possible.

- **We have recommissioned our Healthwatch service with the new contract starting from October 2023:** this service plays a key role in seeking and responding to resident concerns regarding local health and care services and supporting initiatives to improve community health and wellbeing with a focus on equality, diversity and inclusion.
- **Lambeth is working with key anchor institutions, including health partners, to support them in developing a range of supported internship and supported employment opportunities for adults with Learning Disabilities,** as well as reviewing options for creating new opportunities within Lambeth itself.

6 Financial sustainability

Much has changed over the past few years, as a worldwide public health crisis has given way to a cost of living crisis. The current financial context is extremely challenging for health and care providers, local authorities and NHS Integrated Care Systems alike. Increased inflation has had a severe impact on the costs of delivery for the health and care provider market.

The NHS financial framework for the next five years currently remains uncertain and partners across the health system face significant pressures in meeting and managing demand with limited resources. There is also increasing uncertainty around the level of long-term funding for local government, after thirteen years of austerity, increased demand in essential services, and rising inflation. Lambeth Council is required to deliver the borough's Medium Term Financial Strategy (MTFS) to realise significant savings in view of a projected funding gap of £38.259m by 2027/28.

We will continue to pursue a preventative approach to service provision, delaying and reducing avoidable care and support needs and supporting independence first. We will also work

in partnership with key partners in the health and care system across the local authority and integrated care system, including key local services such as housing. We will bring a robust planning approach to our commissioning arrangements to develop services in a cost effective and financially sustainable way.

What we want the health and care market to offer over the next five years:

- **We will work with providers of residential and nursing placements to implement new contractual arrangements that support best value and consistency in commissioning.**
- **We are focused on ensuring the availability of nursing care placements that offer value via sustainable pricing,** recognising that we have seen a significant increase in pricing for nursing care placements in recent years.
- **We want to maximise the opportunities offered by digital technology in advancing innovation to improve outcomes and efficiencies.** We encourage providers to explore the benefits offered by using more digital solutions, such as digital care records, medicine systems, sensors, wearables and assistive technology.



The current cost pressures are a national problem for providers. There is only so much budget that Councils have available and although we as a provider are currently ok, we are aware this is not the case across other providers.”

Lambeth provider,
Market Position Statement Survey 2023

- **We want to ensure that Lambeth health and care providers support the delivery of Lambeth’s Employment and Skills Strategy.** Providers have an important role to play in upskilling and training people with skills for work and supporting residents into employment pathways, with a particular focus on Lambeth’s residents who are young, disabled and / or from Black and Multi Ethnic backgrounds.

Key opportunities coming up

- **Lambeth Placement Transformation Strategy:** starting with learning disability placements, we will engage with providers to design a clear contractual framework to ensure consistency and best value for accommodation-based placements. In the second phase of this initiative, we will engage care home providers in work to agree placement rates that are sustainable for both the provider and council.
- **Lambeth Council will implement the Unison Ethical Care Charter via new home care contracts starting from April 2024:** providers are contractually committed to upholding the Ethical Care Charter, including payment of travel time to care workers.

- **We want to explore innovative and creative models of joint working with providers of accommodation-based services** to enable long term financial sustainability for the local authority and providers.
- **We are working with care homes to deliver a Digital Transformation programme,** providing greater access to technology, tools, and patient information through digital developments. We will improve the quality and safety of care with real-time data integrated into the NHS, through the Digitisation of social care records, NHS mail, Proxy Access and Acoustic monitoring for falls.
- **We will continue to explore opportunities for integration of health and social care services** for effective use of shared resources for person-centred care. This will include the ongoing development of the Lambeth Better Care Fund: current priorities are improving discharge from hospital to the community and continued development of the alliance approach to a localised community response to need, with a focus on addressing inequalities.
- **We will work with Lambeth health and care providers to understand and address workforce challenges,** building on our work



with home care providers and care homes via the Market Sustainability and Improvement Fund and the cost of care exercises completed with these markets. We will work with Lambeth care providers to promote opportunities for training and recruitment support.

Working with Lambeth

To deliver our commissioning intentions over the next five years to 2028, we are committed to making this happen through sustained collaboration with our health and care providers.

There are five key ‘Enablers’ that describe how we will work together with residents, providers and partners to achieve our vision for health and care in Lambeth.

These ‘Enablers’ are effectively the principles and ways of working that we will collectively bring to our joint work to support Lambeth adults and carers, as commissioners and providers.

Enablers for realising our priorities:

We ensure care is accessible, transparent and responsive to diverse needs

We work together in partnership, exploring opportunities for joint working and integrated care

People have a say and a stake in decision making

We support and develop the Lambeth care workforce

We embrace and develop the opportunities offered by digital advancement

These ‘Enablers’ are our approaches to working in partnership with providers of health and care support in Lambeth, which run through the plans and opportunities described throughout this Market Position Statement. We look forward to working with providers to jointly deliver our vision and ambitions for the Lambeth care market.

We are grateful to providers who have participated in the development of our Market Position Statement, by sharing survey feedback and engaging in provider forum and workshop discussions about the market for health and care. The insights that providers have shared with us have been invaluable for understanding key challenges and opportunities from the perspective of Lambeth providers, to inform the priorities set

out in the Market Position Statement. We plan to continue this dialogue with our providers to listen to further feedback on the Market Position Statement as we update this during the period 2023 to 2025. We want to foster open and continuous dialogue with the market, whether this relates to commissioning and procurement exercises, monitoring, quality assurance, training and workforce development or other initiatives.

We encourage care providers from all sectors to develop innovative proposals that address the demands highlighted in this document. We strive for a diverse range of service provisions that help us to achieve our commissioning intentions and vision for social care in Lambeth.

Market engagement and procurement opportunities

To find out more about upcoming Lambeth market engagement and procurement opportunities, you can view tender opportunities on the [London Tenders Portal](#). Registering your organisation is free and takes a few minutes.

Find information on Lambeth's three-year procurement plan, the tender process and view the current contracts for tender [here](#). This includes Lambeth's Responsible Procurement Policy, which sets out how we will use our procurement activities to help deliver local priorities and support the well-being of communities, with a focus on social impact.

Contact us

We want the Lambeth Market Position Statement 2023–2028 to facilitate an ongoing dialogue with our health and care provider partners, to make our collective ambitions a reality. We really value your views, ideas and suggestions. We would appreciate feedback to ensure that this document is valuable for care providers and contains the information you need to develop services. For this reason, we have published a survey feedback form alongside this Market Position Statement, so you can share your views on the Market Position Statement, including any questions or suggestions for how we could develop this further in the period to 2028.

Please send comments or enquiries by:

- Email: ASCCommissioning@lambeth.gov.uk
- Feedback form: please share your views on the Market Position Statement [here](#)

We look forward to working with you towards realising our vision and ambitions for the Lambeth adults health and care market.

Useful Links

To find out more about Lambeth and the strategic plans for our borough, take a look at the following useful links:

[Borough Plan - Lambeth 2030: Our Future, Our Lambeth](#)

[South East London Integrated Care System Strategy 2023–2028](#)

[Lambeth Health and Wellbeing Strategy 2023–2028](#)

[Our Health, Our Lambeth Together health and care plan 2023–2028](#)

[Lambeth Health Profile](#)

[Lambeth Climate Action Plan 2022–2030](#)


[Lambeth Market Sustainability Plan \(March 2023\)](#)



Appendix One: You said, We will – Lambeth adults and carers



Lambeth’s Market Position Statement 2023–2028 sets out our plans for working with service providers to develop care and support in Lambeth.

Lambeth people have helped shape the Market Position Statement through focus groups, workshops, consultations to develop key plans and projects throughout 2022 and 2023. We are particularly grateful to Lambeth carers and adults with experiences of accessing care and support services, who have shared their valuable insights and experiences with us.

There are five key themes from this feedback - these will be specific priorities within the Lambeth Market Position Statement. This document sets out what Lambeth people told us matters to them and how we will work with providers to respond. We will monitor progress on delivering against these commitments as we review and prepare to refresh the MPS after 12 months. We will update the ‘You Said, We Will’ summaries as part of the refresh process.

Theme	You said...	We will...
<p>Prevention and wellbeing</p> 	<ul style="list-style-type: none"> • It’s important that people can access a wide variety of activities and opportunities where they live. • It is important for all services to help connect Lambeth adults and carers to opportunities in the community. • Lambeth should help build social connections in the community, including opportunities for people to socialise and make friendships. • Different organisations or groups should work together to share skills and assets and build connections. • Importance of visibility, identification and awareness of Carers: “Identify carers earlier through GPs, schools, health and social services”. • Support for carers helps support the wellbeing of both the carer and the person they care for – really important. 	<ul style="list-style-type: none"> • Develop our voluntary sector prevention and carers support service – new contract to start in 2025. • Work with providers of community care to build connections with local health and wellbeing services. • Focus on supporting Lambeth adults to remain at home by developing community support, including home care and extra care. • Launch and deliver the new Carers Strategy 2023–2208. We will focus on promoting awareness of carers in the community to help increase identification and early support for carers. • Continue to deliver the priorities from the Lambeth Living Well Network Alliance, including reducing the numbers of people reaching crisis point.

Theme	You said...	We will...
<p>One borough approach: local and place-based support</p> 	<ul style="list-style-type: none"> • Support should be well coordinated between local health and care services and groups. All professionals should work together to identify needs, make referrals, and share information. • It makes a big difference for adults and carers to be able to access support in the spaces they use locally – in inclusive places where people feel comfortable. • Health and wellbeing support should be available at a very local level to reduce travel and barriers to accessing support. Important for carers and those with daytime commitments. 	<ul style="list-style-type: none"> • Explore new opportunities for supporting Lambeth people within neighbourhood areas. • Move to a neighbourhood model for standard home care from 2024, where home care workers will work closely with local nursing teams and other networks. • Aim to support people in or close to the borough where possible and where this is what they want. • Make Lambeth an Age Friendly borough, building on the World Health Organisation’s Age Friendly Cities framework.
<p>Personalisation and choice</p> 	<ul style="list-style-type: none"> • It is important to offer person-centred support to people who receive care. This should match the strengths, interests, preferences and needs of each individual person. • People who receive care and support need to be empowered to take decisions and help direct their care and support. • During the transition through key life stages, it is important to provide quality, personalised support to individuals (for example, when young people transition from children’s to adults services). 	<ul style="list-style-type: none"> • Work to increase the number of people accessing Direct Payments and Personal Health Budgets. • Work together with Lambeth and adults to design and develop services. • Launch our All Age Autism Strategy with our commitments for supporting autistic people and their families and carers through the life course. • Review the model of support for individuals who transition from children’s to adults services.



Theme	You said...	We will...
<p>Keeping people independent within their own homes</p> 	<ul style="list-style-type: none"> • Early support is key for independence and helps adults live at home for longer. • Good housing is so important for everyone to be able to experience good health and wellbeing. • Lambeth needs good quality support at home and in the community to help Lambeth adults to live independently in their own homes. • For people who receive support in accommodation-based settings, they need the right support to be as independent as possible in their accommodation. 	<ul style="list-style-type: none"> • Launch new standard and specialist home care contracts from April 2024 to ensure good quality support for people receiving home care services. • Increase coordination between housing and social care services and deliver our plan for improving Housing services. • Aim to support people to remain at home wherever possible, with support from care workers and assistive technology where needed.
<p>Equity, inclusion and justice</p> 	<ul style="list-style-type: none"> • There are clear inequalities that affect people in Lambeth, across areas including race and ethnicity, disability, carer equity, LGBTQ+. • Culturally appropriate support is vital for making care and support accessible and welcoming to all. • Important to support people with disabilities to access training and employment. People with learning disabilities to have more opportunities for training, employment, and income. • It is a key priority to increase awareness within health and wellbeing services of how to meet the needs of diverse groups, including the LGBTQ+ community, carers, those from Black and Multi Ethnic backgrounds. 	<ul style="list-style-type: none"> • Apply clear equity and inclusion commitments in all of our contracts. • Explore opportunities to develop a wider range of culturally appropriate support for adults in Lambeth. • Develop new opportunities for supported employment and internship for Lambeth adults with learning disabilities. • Work with Lambeth GP surgeries to complete the LGBTQ+ Pride in Practice programme and launch new training for Lambeth care providers in supporting older LGBTQ+ people. • Our Carers Strategy 2023–2028 will include commitments and actions for supporting carer equity.





Appendix Two: You said, We will – Lambeth providers

Lambeth’s Market Position Statement 2023–2028 sets out our plans for working with service providers to develop care and support in Lambeth. Lambeth providers have helped shape the Market Position Statement through their participation in engagement discussions and survey feedback.

This included two surveys – a general Market Position Statement provider survey and specific survey for learning disability bed based providers addressing both the Market Position Statement and placements transformation programme. We are grateful to all providers who have shared their valuable insights and experiences with us.

The table below summarises the key messages providers have shared with us and our plans to address this feedback via the Market Position Statement. We will monitor progress on delivering against these commitments as we review and prepare to refresh the MPS after 12 months. We will update the ‘You Said, We Will’ summaries as part of the refresh process.

Theme	You said...	We will...
Financial Sustainability 	<p>We surveyed Lambeth providers on the greatest market pressure for providers of adults health and care and the top ranked answer was ‘Financial sustainability and cost of living’.</p> <p>“Cost of living has significantly impacted those living in London and many frontline staff, who we depend upon, are choosing to work in different sectors, as salaries in this sector are disincentivising people who are passionate and skilled in providing this type of care and support.”</p>	<p>The Market Position Statement sets out our key commissioning intentions, with a specific theme for ‘Financial Sustainability’.</p> <p>We recognise the vital importance of working with care providers to develop commissioning and contracting models that support financial sustainability for both the care market and the public purse.</p>
Workforce 	<p>‘Workforce challenges - recruitment and retention’ ranked as second greatest pressure for Lambeth adults health and care providers.</p> <p>“What I would like to share with Lambeth is that providers need staff who want to be trained as professional care worker and who will/want to care for vulnerable people and not just focusing on the hourly rate they will receive.”</p>	<p>We are committed to working with provider to develop the care and support workforce. This focus runs through the Market Position Statement and we have a specific focus on workforce as one of our ‘enablers’ for joint working between commissioners and providers.</p>

Theme	You said...	We will...
Demand 	<p>‘Rising complexity of care and support needs’ ranked as third greatest pressure for providers. Providers expressed the need to understand what Lambeth’s population data shows us about current and future needs.</p> <p>“The rising complexity is definitely number one as the mixture of drink, drugs, challenging behaviour, aggression and assault/ racism etc is rising in the referrals coming in.”</p>	<p>The Market Position Statement is informed by Lambeth’s Joint Strategic Needs Assessment, which is under refresh in 2023 and includes insights from the 2021 Census.</p> <p>Our priorities include prevention and early intervention, with a focus on supporting people at home and in the community first. This is vital for managing demand for social care services and maximising independence for individuals.</p>
Commissioning intentions 	<p>‘We asked providers what it was most important for the Market Position Statement to convey – the highest response was ‘Lambeth’s commissioning intentions for adults health and care services’.</p>	<p>The Market Position Statement describes our specific commissioning priorities for adults health and care services, in the context of Lambeth’s overarching strategic plans for the borough across the health and care partnership.</p>
Strategic Plans 	<p>We asked providers what it was most important for the Market Position Statement to convey – the second highest response was ‘Overall strategic plans for Lambeth’.</p>	<p>The Market Position Statement describes our specific commissioning priorities for adults health and care services, in the context of Lambeth’s overarching strategic plans for the borough across the health and care partnership.</p>
Contacts for operational issues 	<p>Several responses highlighted operational challenges such as difficulties in reaching named professionals and the need for effective working to resolve payment delays. Responses highlighted the importance of quality communication between commissioners and providers.</p>	<p>We want to use the Market Position Statement to help facilitate dialogue between providers and Lambeth and will include opportunities for further discussion about our plans after the MPS is published. Please contact ASCCommissioning@lambeth.gov.uk if you have any questions about the MPS, or to address specific operational queries.</p>


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