

1. Update our market position statement (MPS) for adult social care and housing

Term:	Short
Area:	All
Theme:	Market Position Statement/Quality Assurance
Outcome:	An update on our published MPS
Lead Officer(s):	Strategy and Policy Development Officer
Date:	October 2025

2. Develop and implement a regional and local approach to market sustainability, market failure, and ongoing improvement (including fair fees/rates)

- 🔗 Annual fee review and uplifts to be completed
- 🔗 Regional agreement for out-of-area learning disability placements and benchmarking across local authorities
- 🔗 Submit our market sustainability improvement fund report

Term:	Short
Area:	All
Theme:	Market Position Statement/Quality Assurance
Outcome:	A thriving and sustainable market; positive relationships; adherence to our Care Act 2014 duties

Lead Officer(s): Assistant Director, Commissioning, Partnerships and Housing
Head of Strategy and Commissioning
Head of Localities, Quality Monitoring and Safeguarding Adults

Date: July 2025 (MSIF return)

3. iESE (CareCubed) pilot

- 🔗 Trial of iESE's secure online care costing tool (CareCubed), to ensure a consistent and transparent response to provider cost pressures, that also ensures cost effective solutions for the LA
- 🔗 CareCubed will be used in children's social care, as well as adults (we may administer the tool in adult social care), which will offer an assurance that we are getting value for money across all social care placements

Term:	Short
Area:	All
Theme:	Market Position Statement/Quality Assurance
Outcome:	An open and transparent approach to negotiation of social care placements that assures value for money

Lead Officer(s): Assistant Director, Commissioning Partnerships and Housing
Accommodation Change Manager
Head of Children's Commissioning

Date: Ongoing

4. Quality Assurance (using the QAF framework)

- 🔗 Action plan setting and effective completion monitoring.
- 🔗 Explore quality monitoring role in out of area NSC commissioned providers where there might be gaps with brokerage and the host LA.

Term: Short

Area: All

Theme: Market Position Statement/Quality Assurance

Outcome: Services are quality monitored and assured; we meet CQC 'good' standard, for as many care homes and community care providers as possible, whilst recognising QA will not by itself drive up homes' standards to be 'good'

Lead Officer(s): Head of Localities, Quality Monitoring and Safeguarding Adults
Quality Monitoring Manager

Date: March 2026

5. De-hoarding pilot to be launched and run for 18 months

- 🔗 Framework of providers to be set up and rolled out
- 🔗 Map current spending and internal processes, including referrals
- 🔗 Communication to operational teams – social care workers and housing staff to maximise referrals

Term: Short

Area: Social Care/Housing

Theme: Complex Intervention

Outcome: To pilot a more supportive service to see what works and what does not, before commissioning a longer-term service.

Lead Officer(s): Contracts and Commissioning Team Manager

Date: Ongoing (Pilot April 2025-September 2026)

6. Plan and deliver a Care Show event for providers and the wider social care, support, and housing sector

- 🔗 Delivery of a Care Show sector event in October 2025 at Hutton Moor Leisure Centre in Weston-super-Mare
- 🔗 Enabling providers to see what is available in the market to enhance their care provision for people

Term: Short

Area: All

Theme: Workforce Development

Outcome: Improved recruitment and retention within support services; better equipped care providers who are informed about the wider market and what is available

Lead Officer(s): Proud to Care Project Lead
Learning and Development Officer

Date: October 2025

7. Ongoing support to providers around workforce development and recruitment. Local delivery plan to support ADASS international recruitment processes

- 🔗 Continue to develop the Care Academy, with a focus on recruitment
- 🔗 Motivate staff to volunteer for the Health and Social Care Ambassador Programme
- 🔗 Take on staff members offering 3 hours per month to the ambassador programme
- 🔗 Continue to deliver school and college engagement activities

Term: Short

Area: All

Theme: Workforce Development

Outcome: Improved recruitment and retention within support services

Lead Officer(s): Proud to Care Project Lead
Learning and Development Officer

Date: Ongoing

- 🔗 Oliver Macgowen Train the Trainer training to be attended and rolled out, where appropriate

- 🔗 Develop a training model that is financially sustainable

Term: Short

Area: All

Theme: Workforce Development

Outcome: Our services have people's wellbeing at their centre; CQC provider rating improvements whilst recognising that workforce development and training will not drive these up in isolation; Care Academy delivery

Lead Officer(s): Contracts and Commissioning Officer
Learning and Development Officer
Proud to Care Project Lead

Date: Ongoing

8. Ongoing support to providers around workforce development and training to develop outcomes focused, strengths-based commissioning practices

- 🔗 Continue to liaise with providers to assess training needs and support providers appropriately

9. Skills pipeline work with the Healthy and Sustainable Communities directorate and Economy Team specifically around their work on supporting various groups of people into employment, with a focus on the social care workforce in North Somerset

- 🔗 Continued closer alignment of digital developments in social care with the growth of the wider digital economy.
- 🔗 Review how we support people into work who may have a disability and how employment is discussed as part of support planning with people
- 🔗 Joint working with the Economy Team around their work on supporting people into employment
- 🔗 Apprenticeships for people in supported accommodation partnership agreements
- 🔗 Link to community meals drivers

Term:	Short
Area:	All
Theme:	Workforce Development
Outcome:	Cross directorate working to ensure maximised opportunities for the future workforce within social care

Lead Officer(s): Learning and Development Officer
Proud to Care Lead
Head of Strategy and Commissioning
Head of Sustainable Places and Growth
Assistant Director, Commissioning Partnerships and Housing
Head of Service Development
Care Providers

Date: March 2026 (ongoing)

10. Implement and launch Simply Connect (NS Online Directory's successor) and assist with ensuring our public website is up to date on commissioned services

- 🔗 Contribute to information and advice strategy action plan delivery, to help delay the need for social care
- 🔗 Support the development of website and directory to increase independence and reduce financial demand, by empowering people to research relevant support options
- 🔗 Refresh quarterly, or as needed, if more frequently
- 🔗 Work with libraries to ensure that via digital or other means people can access care services to maximise independence and wellbeing

Term:	Short
Area:	All
Theme:	Early Intervention
Outcome:	Increased awareness for people who may need support services

Lead Officer(s): Proud to Care Project Lead
Service Development Manager

Date: Ongoing

11. Increase preventative services such as reablement, wellness, homecare, and TEC to keep people at home for longer in line with a Home First approach

- 🔗 TEC strategy implementation, such as identification of opportunities for TEC in transition to adulthood; supported living; and for staff to order TEC
- 🔗 Roll out of TEC charging policy
- 🔗 Expansion of first response service
- 🔗 Increase performance targets for reablement to support delivery of transformation project financial savings
- 🔗 Anthropos Pro Kits for daily activity monitoring to be used by TRI (technology and reablement intervention) team remotely
- 🔗 TEC Coordinator and TEC Technicians supporting TEC culture change by supporting teams

Term: Short

Area: All

Theme: Early Intervention

Outcome: Social care workers commission TEC appropriately and confidently to meet Care Act eligible needs; delay admission to hospital; decrease costs of care packages; increase carers' confidence in meeting the person they care for needs; More people to stay as independent as possible and stay home for longer

Lead Officer(s): Assistant Director, Commissioning, Partnerships and Housing
Head of Strategy and Commissioning
Head of Service Development
Service Development Manager

Date: March 2026

12. Technology Enabled Care (TEC) service to support the switch from analogue to digital services

- 🔗 Recommission carers' emergency response service
- 🔗 Recommission telecare service from Care Link
- 🔗 Hospital Discharge Project to install telecare and other appropriate TEC within 48 hours of discharge
- 🔗 Work with Medequip to explore and develop a retail offer
- 🔗 Complete TEC and reablement transformation projects to contribute to medium term financial plan savings (£1m for 2025/2026)

Term:	Short
Area:	All
Theme:	Early Intervention
Outcome:	TEC is contracted and commissioned appropriately to meet Care Act eligible needs; delay admission to hospital; decrease costs of care packages; increase carers' confidence in meeting the person they care for needs; More people stay as independent as possible and stay home for longer
Lead Officer(s):	Assistant Director, Commissioning, Partnerships and Housing Head of Strategy and Commissioning Head of Service Development Service Development Manager
Date:	March 2026

13. Ongoing communication with social work teams, providers, and the public, about up-to-date available commissioned care and support services

- 🔗 Increase attendance at Provider Forum – 2 providers per quarter
- 🔗 Attendance at internal meetings – 1 per quarter
- 🔗 Continued distribution of an internal commissioning newsletter – 1 per quarter
- 🔗 Seek out opportunities to promote commissioning activity, such as at the directorate all staff briefings

Term:	Short
Area:	All
Theme:	System Wide
Outcome:	Increased awareness for signposting to support services; collaborating with providers
Lead Officer(s):	Contracts and Commissioning Team Manager
Date:	Ongoing

14. Develop and improve data collection processes to support future needs projections and service planning and delivery

- 🔗 Commissioning performance data to be represented in a BI Dashboard and to be used alongside cost and volume
- 🔗 Commit to local and regional analysis which will identify our cost profile and target resources more efficiently
- 🔗 Client level data to be used to inform our commissioning practices
- 🔗 Commissioning team to participate in a data academy course to improve skills and knowledge: data insights for business decisions' apprenticeship (Level 3 Data Technician)

Term:	Short/Medium
Area:	All
Theme:	System Wide
Outcome:	Services are evidence based and meet NS residents' needs
Lead Officer(s):	Head of Strategy and Commissioning Principle Business Intelligence Lead
Date:	Ongoing

15. Strengthening co-production and trauma informed practices in our commissioning activity

- 🔗 Continue to engage with people with lived experience
- 🔗 Continued work with providers to ensure unpaid carers have support to continue in their caring roles
- 🔗 Attend co-production and review panel, and community of practice (dementia and trauma informed practice)
- 🔗 Seek out new ways to coproduce, for example KPIs in dementia wrap around
- 🔗 Increase and co-develop/commission more specialist services based on needs analysis and what people tell us they need
- 🔗 Use eConsult to gather local intelligence where appropriate
- 🔗 Work with Engagement and Participation Officer to engage people with lived experience and their families/carers for commissioning

Term:	Short/Medium
Area:	All
Theme:	Coproduction
Outcome:	Annual review to ensure our priorities are outcomes focussed
Lead Officer(s):	Accommodation Officer Participation and Engagement Officer
Date:	Ongoing

16. Contribute to CQC Inspection Improvement Plan

- Commit to joint working and completing actions that have been identified by our Director and Assurance Lead Programme Manager to make necessary improvements

Term:	Short/Medium/Long
Area:	All
Theme:	Continuous Improvement
Outcome:	Good rating received at reinspection
Lead Officer(s):	Assurance Lead Programme Manager; Heads of Services including Head of Strategy and Commissioning
Date:	Ongoing

Theme:	System Wide
Outcome:	Grant money and funding are well spent and accounted for appropriately
Lead Officer(s):	Assistant Director, Commissioning Partnerships and Housing Head of Strategy and Commissioning Head of Partnerships and Service Development
Date:	Ongoing

17. Support to carers

- Contribute to carers strategy and action plan delivery – attendance at partnership board and working groups
- Utilise accelerating reform fund (ARF) monies to pilot a variety of services to support carer outcomes
- Explore digital mental health platform, Qwell, to support carers and parent carers
- Supporting and promoting HomeShare West
- Link to TEC transformation projects to realise savings of £1m for 2025/26

Term:	Medium
Area:	All

18. Improve integrated systems and collaborative work within NSC, and across health and social care (BNSSG ICP) at a system and locality level

- 🔗 To represent commissioning within ASS&H at appropriate boards, panels, and groups including the NSC Commissioning Board
- 🔗 Contribute to BNSSG strategic commissioning group and regional commissioning groups via ADASS
- 🔗 Contribute to multi-agency approaches to complex service delivery (such as safeguarding)
- 🔗 Commit to joint commissioning coterminous to locality partnership boundaries; to maximise our opportunities, including system priorities such as Home First and D2A
- 🔗 Continued working with the Locality Partnership, such as the fall's collaborative, ageing well hubs, dementia, end of life and community of practices
- 🔗 Link in with the LGA high impact change model, working with Weston General Hospital around pathway mapping for people living with dementia, as well as prevention and support for carers

Term: Medium

Area: All

Theme: System Wide

Outcome: Less duplication of resources, improved experience(s) for people within health and social care

Lead Officer(s): Assistant Director, Commissioning Partnerships and Housing
Head of Strategy and Commissioning
Head of Partnerships and Service Development
Service Development Manager

Date: Ongoing

19. Transformation Projects

- 🔗 Support transformation projects including debt recovery (£100k) and efficiencies in AI (£100k) to realise medium term financial plan savings for 2025/26
- 🔗 We are proactively shaping the supported living market, innovating with new models like FutureStrong, and embracing technology to foster independence.

Term: Medium

Area: Transformation Savings

Theme: System Wide

Outcome: Value for Money, efficiency, and effectiveness; improved working practices to meet whole system priorities

Lead Officer(s): Assistant Direct, Commissioning, Partnerships and Housing
Service Development Manager
Transformation Project Manager

Date: Ongoing

20. Update Accommodation with Support Strategy 2026-2033

- ✎ Update current housing with support strategy 2017-2027 to bring in line with our commissioning strategy and wider objectives and aims
- ✎ Utilise HousingLIN report on strategic housing needs for people aged under 65 with specific reference to Mental Health, Learning Disability, Autism and Transforming Care cohort (to complement the Older Persons Housing needs report completed in 2022-2035 by the Housing Lin, and ECH)
- ✎ To review process around accessible accommodation and finalise the audit of accessible accommodation
- ✎ TEC strategy implementation, such as identification of opportunities for TEC in transition to adulthood; supported living; and for staff to order TEC
- ✎ Ensure transformation project aims around accommodation with support are included to help realise medium term financial plan savings (see action 12)

Term:	Medium
Area:	Housing
Theme:	Accommodation with Support
Outcome:	More people can live at home with support if they wish; a range of different accommodation with support options to be set out and available
Lead Officer(s):	Strategy and Policy Development Officer
Date:	December 2025

21. Continue to develop/commission appropriate models of accommodation including specialist housing and accessible accommodation:

- ✎ Recruit an accommodation change officer to support with developing mental health accommodation (health funded)
- ✎ Partnership with Partners in Care and Health (PCH), an LGA project on methodology for new models for support at home, will strengthen our collaborative approach, bringing in national expertise to help us co-design a sustainable system for the future. To include data analysis, benchmarking, and interviews. Report and improvement plan by January 2026 to link with CQC plan
- ✎ Repurpose appropriate housing stock (e.g., care homes)
- ✎ Encourage future planning decisions where possible, linking with Health and Sustainable Communities Directorate and housing regarding development routes
- ✎ Link with housing associations and developers regarding bespoke housing to meet complex homelessness needs
- ✎ Supported accommodation partnership to work collaboratively across housing, Liberata and landlords
- ✎ Understand and implement Supported Housing (Regulatory Oversight) Act 2023 legislation changes (improving support and housing standards in supported living and accommodation with support via licensing); submit joint response to the consultation (May 2025)
- ✎ Work with ICB and the wider BNSSG system around shared models of accommodation with support

- 🔗 TEC strategy implementation, such as identification of opportunities for TEC in transition to adulthood; supported living; and for staff to order TEC
- 🔗 Accommodation shift transformation projects to contribute to savings of £250k for 2025/26
- 🔗 Specialist LD/MH commissioning transformation projects to contribute to savings of £400k for 2025/26
- 🔗 Future transformational work to be completed in 2026/2027, but foundational work to commence in 2025/2026

Term:	Long
Area:	Housing
Theme:	Accommodation with Support
Outcome:	A range of suitable housing options will be available for people to choose what type of accommodation suits them
Lead Officer(s):	Assistant Director, Commissioning Partnerships and Housing Assistant Director Placemaking and Growth Head of Strategy and Commissioning Accommodation Change Manager
Date:	March 2026 (transformational work to carry onto next year's action plan 2026/2027)

22. Implementation of the Better Care Fund Plan performance and strategies, ensuring compliance with the BCF grant conditions and support delivery of the BCF regulatory framework, in particular Hospital discharge and intermediate care plans

- 🔗 For [2025-2026, BCF objectives](#) reflect government commitment to change 'from sickness to prevention' and 'from hospital to home'.
- 🔗 For NSC context, see [Better care fund 2024/2025](#) (July 2024), [committee report](#) and [presentation](#) (Feb 2025)
- 🔗 To include management of the Better Care Fund grants, including disabled facilities and hospital discharge grants

Term:	Long
Area:	Better Care Fund
Theme:	System Wide
Outcome:	Hospital Discharge Joint Commissioning and pooled budgets
Lead Officer(s):	Assistant Director, Commissioning, Partnerships and Housing Contracts and Commissioning Officer
Date:	Ongoing

23. Homecare Optimisation and Trusted Assessment

- 🔗 Work with strategic providers to optimise strategic delivery (route planning), using optimisation software
- 🔗 Reduce journey times and review visit staffing levels
- 🔗 Complete homecare optimisation transformation projects to realise savings of £100k for 2025/26
- 🔗 Introduce a trusted assessor model with strategic providers to review cases, to realise efficiency savings for NSC teams and providers
- 🔗 Increase responsiveness of the care market leading to people receiving the right care at the right time

Term:	Long
Area:	Transformation Savings
Theme:	Early Intervention
Outcome:	Value for Money, efficiency, and effectiveness; improved working practices to meet whole system priorities
Lead Officer(s):	Service Development Manager Transformation Project Manager
Date:	Ongoing

24. Develop more local and/or BNSSG wide – specialist services offering support to people with Learning disabilities, autism, mental health, and dementia

- 🔗 Adult Social Services attendance at various groups and boards across BNSSG (including LD&AODG, Mental Health Operational Delivery Group), Mental Health Accommodation and Care Delivery Group, which feed into the MH and LD&A Health and Care Improvement Group (HCIG)
- 🔗 Evaluation of the positive behavioural support pilot
- 🔗 Contribute to the autism strategy action plan delivery

Term:	Long
Area:	Complex Intervention
Theme:	Early Intervention
Outcome:	Local support will be available for people when they need it
Lead Officer(s):	Assistant Director, Commissioning Partnerships and Housing Head of Strategy and Commissioning
Date:	Ongoing

25. Engagement with NSC colleagues and wider partners across health and BNSSG, to develop the voluntary sector strategic direction including grants programme

- 🔗 Contribute to the state of ageing report action plan and ageing well hub development
- 🔗 Consider rural strategy priorities in relation to delivering domiciliary/home care and local businesses
- 🔗 Monitoring of housing grants as part of the transformation project to contribute to savings of £500k for 2025/26

Term:	Long
Area:	Voluntary and community based
Theme:	Early Intervention
Outcome:	Value for Money, efficiency, and effectiveness; improved working practices to meet whole system priorities
Lead Officer(s):	Assistant Director, Commissioning Partnerships and Housing Head of Housing Policy and Partnerships Manager Service Development Manager
Date:	Ongoing

26. Grow the micro-provider and PA market

- 🔗 Direct Payments will continue to work with adult social care teams to increase knowledge and uptake of DPs.
- 🔗 DP Team will work closely with Connecting Lives Direct Payment Coordinator around PA recruitment and ensuring referral processes are streamlined and uniform
- 🔗 For PA's, the focus is continuing to grow the PA market on UKCIL and to increase the uptake of DP's using PAs across both adult social care and CYPS
- 🔗 Develop a pathway regarding offering individual support sessions to PAs, who support complex needs
- 🔗 Review and monitor direct payments to realise transformation project savings of £100k for 2025/26

Term:	Long
Area:	Homecare
Theme:	Direct Payments/Personal Assistants
Outcome:	More choice and take up of direct payments; Increase no. of PA's
Lead Officer(s):	Direct Payments Development Officer Connecting Lives Direct Payment Coordinator Brokerage Manager – Direct Payments
Date:	Ongoing