

Health and Care Overview and Scrutiny Committee – Monday 03 October 2022

Outcome of stakeholder the engagement and recommended future commissioning arrangements for Supported Living Services in Staffordshire

Summary

The Overview and Scrutiny Committee is asked to:

- a. Consider the feedback from stakeholders on the future commissioning arrangements for Supported Living Services in Staffordshire.
- b. Consider the recommendations for Cabinet on the future commissioning arrangements for Supported Living services in Staffordshire.

Report

Background

1. On 19 January 2022 Cabinet:
 - a. Endorsed the outcome of an options appraisal for future commissioning arrangements for Supported Living services in Staffordshire.
 - b. Approved engagement with stakeholders to discuss the options and proposals.
 - c. Requested that feedback from stakeholders be used to refine the options appraisal and develop recommendations for future commissioning, with these recommendations to be brought to a future Cabinet meeting for approval.
 - d. Used the additional one-year contract extension available in the current Supported Living contracts to extend these contracts until 30th September 2023.

Recommended future commissioning arrangements for Supported Living Services in Staffordshire

2. Stakeholder engagement has now been completed and details of those involved and the feedback received is included at Appendix 1. Based on the original options appraisal and feedback from stakeholders the recommended future commissioning arrangements for Supported Living

Services are set out in paragraphs 4 to 9. The intention is to present these to Cabinet on 19th October 2022.

3. **Definition of Supported Living.** Supported Living should be defined as care and support provided for people with disabilities in a specialised housing scheme provided by registered housing providers. Where the care and support involve personal care and/or administration of medication, the care provider is required to be registered with the Care Quality Commission (CQC).
4. **Model of Supported Living.** Supported Living should have staff shared across a number of people in the scheme – typically four to six people - with additional 1:1 support provided for individuals, if necessary, based on their assessed eligible needs.
5. **Procurement and contracting arrangements.** Procurement of Supported Living should be with three tenders:
 - a. All highly complex (around 60 people; 15% of all placements) would be procured by block contract from around 5 care providers with lots defined by geography. This would enable care providers to specialise and develop the necessary staff expertise and environmental adaptations to support these individuals. It would also allow individuals placed out of county to be repatriated to Staffordshire where their needs could be better met locally. Detailed discussions would be had with potential providers to ensure that demand is met and gaps in provision are filled.
 - b. All complex individuals (around 300 people; 70% of all placements) would be procured by block contract from around 15 care providers with lots defined by geography. This would enable the Council to fill vacancies, benefit from economies of scale and establish a productive partnership with care providers and housing providers. It would also facilitate the development of a 'core and cluster' model using staff flexibly across more than one scheme. Detailed discussions would be had with potential providers to ensure demand is met and gaps in provision are filled. Systems would be put in place to manage capacity and fill vacancies.
 - c. The block contracts above would be for a minimum of 5 years and a maximum of 10 years. This would give care providers a reasonable guarantee of long-term business and should enable investment in staff expertise and environmental adaptations.
 - d. Remaining highly complex and complex individuals as well as less complex individuals (around 60 people; 15% of all placements) would

be procured by a flexible framework agreement from care providers appointed at the start of the contract. The framework would be periodically reopened to allow the Council to appoint additional care providers where there is unmet demand or gaps in service provision that cannot be filled by block contracting arrangements. Lots would be defined by complexity of need and geography. This would enable capacity to be flexed to meet demand and ensure that sufficient placements are available.

- e. A small number of current placements are ad hoc arrangements provided by Personal Assistants or other community services rather than Supported Living by the new definition. Suitable alternative contractual arrangements would be established for these, using existing arrangements if possible or through approval of new arrangements if necessary. There are also a small number of individuals whose needs cannot be met by Supported Living longer term and who may need residential or nursing care.
6. **Pricing.** A series of weekly rates for Supported Living services should be set according to complexity of need, size of the scheme and number of placements commissioned. These would be determined by a cost of care exercise. Contracted placements would be paid on the basis of achieving outcomes for the individual, potentially using Individual Service Funds. This would allow care providers to flex the support they offer between individuals and across schemes without the need to continually request an assessment or review for minimal changes in needs. A change in payment from net to gross would be implemented in line with residential services, with the Council collecting people's own contribution to the cost of their care. People would still have the options of taking Direct Payments and using these to buy Supported Living, with existing Direct Payments reviewed to ensure that people were clear about their roles and responsibilities in managing their accounts.
7. **Quality assurance and care provider development.** Contracts would specify quality requirements including the care providers are compliant with CQC standards and providers adopt strengths-based approaches. The Council would work with care providers to develop their skills and facilities, especially in managing challenging behaviour, in order to minimise the use of 1:1 support. 1:1 is highly intrusive and should be avoided, if possible, although there would be some individuals who require this level of support in order to remain safe. Or less complex individuals, care and support would have a reablement focus to maximise people's independence.

8. The potential of Local Authority Trading Company (LATC) or in-house Supported Living is being explored to ensure that there are alternatives available in the event of an inadequate response from the local market.

Link to Strategic Plan

9. The recommended future commissioning arrangements for Supported Living Services would contribute to the following properties with the Strategic Plan:
- a. Support Staffordshire's economy to grow, generating more and better-paid jobs.
 - b. Encourage good health and wellbeing, resilience, and independence.
 - c. Offer every Staffordshire child and young person the best start in life, and the chance to achieve their potential.

List of Background Documents/Appendices:

Appendix 1 - Feedback from stakeholders on the future commissioning arrangements for Supported Living Services in Staffordshire

Appendix 2 – Community Impact Assessment for the future commissioning arrangements for Supported Living

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