

## **Appendix 1: Supported Living Care Services Commissioning Plan**

### **Service specification**

1. The Flexible Framework would include a service specification that would be applied to all Supported Living care services. This would set a range of quality standards required for all care providers including that they:
  - a. Work with individuals to understand their health and wellbeing aspirations and outcomes and co-produce support plans that enable these to be achieved.
  - b. Offer strengths-based care that makes use of individuals' abilities, promotes their independence, minimises restrictive practices, and uses technology to enable less intensive supervision where appropriate.
  - c. Take a person-centred approach which places the individual at the centre of decisions about their care.
  - d. Operate separately from the housing provider, enabling individuals to hold and maintain their own tenancy agreements, with the right to change their care provider whilst remaining in their own home.
  - e. Support individuals with care services living in a range of accommodation.
  - f. Offer a level of support dependent on the individual's assessed eligible care needs, which may be relatively low for some, and 24-hours a day for others.
  - g. Be registered with the CQC with staff observing relevant CQC standards and associated guidance.
  - h. Recognise that staff are visitors in the individual's home and should act as such.
  - i. Respect each individual's dignity and privacy, as well as their gender, sexual orientation, age, ability, race, religion, culture and lifestyle.
  - j. Facilitate access to mainstream and community-based activities and opportunities, including the services offered by voluntary and community sector organisations.
  - k. Accept that individuals have the right to take risks and promote a positive risk management approach.
  - l. Protect the safety and wellbeing of individuals and staff, including promoting a safe and caring environment.
  
2. A range of performance indicators will be developed to reflect these quality standards, and these will be measured at the appropriate intervals and examined through performance and management arrangements. Performance management will be through quarterly contract management meetings with a named Contract Manager and will

focus on effectiveness in delivering the performance indicators and outcomes for individuals.

3. Supported Living care services would be commissioned by outcomes rather than hours of care. This would give individuals greater control over their lives, with the ability to vary their day and weekly routine in line with changing needs. It would also offer care providers the ability to use staff flexibly within and between schemes where appropriate to respond to changing needs and ensure business continuity. However, to support safe transition to this model, which is a major change from current practice, the intention is to set out how the weekly price linked to outcomes has been calculated. Further detailed work is being undertaken on the weekly pricing structure, managing the significance of this transition and mitigating those risks as far as possible.

## **Pricing**

4. The Flexible Framework would include a pricing structure based on banded weekly rates to achieve individuals' outcomes. There would be four band of weekly rates reflecting individuals' complexity of needs: low, medium, high and very high. These would be defined by social workers based on their abilities as defined in the domains in the Care Act. The weekly rates would apply to contracted services and self-directed support, including Direct Payments. This would enable the Council to move to standardised prices that are financially sustainable and cost effective.
5. The weekly rates would be informed by:
  - a. An analysis of the current cost of care for individuals at each level of complexity.
  - b. A cost of care exercise that has been completed with care providers.
  - c. Benchmarking of the rates paid by other local authorities.
  - d. An estimate of the typical number of hours of care required by individuals at each level of complexity and a sustainable hourly rate.
  - e. Clarity that the Council covers care costs only - not housing or non-care costs.
  - f. The budget available.
6. If an individual's complexity of needs changes significantly, and in the long term, then care providers could request a review by a social worker and if their banding changed then a contract variation will be considered to reflect a revised banded weekly rate.

## Procurement

7. The Council currently funds Supported Living care services for three groups of individuals living in Staffordshire, summarised below and in Appendix 1:
- a. **Group 1.** Residents who predominantly have mental health conditions and where Supported Living care services offer specialist mental health support. There is confidence that housing and care providers operate separately, and care providers are mostly purchased by the Council.
  - b. **Group 2.** Residents living in schemes that were commissioned by the Council and/or NHS. Supported Living care services are typically provided by larger and/or national organisations. Residents' needs are predominantly medium to very high complexity. There is confidence that housing and care providers operate separately, and care provision is mostly purchased by the Council.
  - c. **Group 3.** Residents living in schemes that have been established by local housing and care providers. Supported Living care services are typically provided by small and medium sized, often local, companies. It includes:
    - i. **Group 3A.** Residents' needs are predominantly medium to very high complexity. There is confidence that housing and care providers operate separately, and care providers are mostly purchased by the Council.
    - ii. **Group 3B.** Residents' needs are predominantly medium to very high complexity. For some schemes further assurance is required that there is appropriate separation of housing and care provision. Care providers may be purchased by the Council or by individuals using Direct Payments.
    - iii. **Group 3C.** Residents' needs are predominantly low complexity. For some schemes further assurance is required that there is appropriate separation of housing and care provision. Care providers may be purchased by the Council or by individuals using self-directed support.
8. The Council also funds Supported Living care services for a Group 4 of individuals living outside the Council's administrative boundary.

**Table 1: Supported Living services**

Group			No. of residents by complexity
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	No. of schemes	No. of care providers	Very high	High	Medium	Low	Total
<b>1</b>	5	5	1	4	11	2	18
<b>2</b>	49	13	11	82	105	3	201
<b>3a</b>	12	11	1	11	7	0	19
<b>3b</b>	51	31	2	24	111	40	177
<b>3c</b>	4	3	0	0	0	26	26
<b>4</b>	57	43	7	13	58	7	85
<b>Total</b>	<b>178</b>	<b>106</b>	<b>22</b>	<b>134</b>	<b>292</b>	<b>78</b>	<b>526</b>

*Please note: the table above does not include 33 individuals because they are out of scope for the recommission for reasons including receiving care in their own home and receiving care from the Council's in house care services. The above numbers are subject to change over the next 12 months.*

9. Procurement for Supported Living care services to schemes in **Groups 1, 2 and 3** would proceed as below:

- a. The Council would procure a Flexible Framework.
- b. The Flexible Framework would be divided into Lots: a single Lot for Group 1 and three geographical Lots for Groups 2 and 3.
- c. Care providers could apply to be appointed to Lots provided they met the Council's required selection criteria.
- d. Once appointed to the Flexible Framework care providers could bid competitively to be awarded a call-off contract to provide Supported Living care services for a specific scheme or individual.
- e. The Flexible Framework would be of 5 years duration with an ability, wholly at the Council's discretion, for it to be extended for a further 3 years, a potential maximum duration of 8 years.
- f. The Council would reserve the right to re-open the Flexible Framework during its duration based on an assessment of demand. Housing and care providers are likely to continue to develop new Supported Living schemes and care providers would be offered opportunities periodically to join the Flexible Framework.
- g. The Council would have the discretion to specify the duration of call-off contracts.

10. Call-off contracts for a scheme would be appropriate when there is an expectation of appropriate demand - i.e. that the Council would be commissioning Supported Living care services for most or all the residents in the scheme. Call-off contracts for an individual would be appropriate when the Council is purchasing Supported Living care

services for single residents in schemes where we are not the main commissioner of care.

11. For Group 2 single care providers could be awarded call-off contracts for blocks across multiple schemes up to a maximum to be determined. This would support aggregation of Supported Living care services across schemes in order to achieve economies of scale and facilitate strategic relationships.
12. The expected timescale for procurement is outlined in table 2 below:

**Table 2: expected timescales for procurement**

Activity	Flexible Framework (all groups)	Groups 1 & 2	Group 3
Publication and application	Aug - Oct 2023		
Evaluation of applications	Oct – Nov 2023		
Appointment to framework	Mar 2024		
Tender of call off contracts		From Apr 2024	In phases from Apr 2024
Award of call-off contracts		Jun 2024	
Call-off contracts commence		From Jul 2024 subject to TUPE and CQC registration	

13. We would carry out due diligence prior to advertisement of call-off contracts to identify any issues that need to be flagged to potential care providers including where the workforce has previously transferred from the Council or NHS.
14. For Groups 3B and 3C, prior to call-off, we would undertake due diligence to ensure appropriate separation of housing and care provision prior to appointment of care providers under the call-off contracts. For Group 3C we would also explore prior to call-off whether they might be able to achieve greater independence in alternative housing.
15. This approach would combine an opportunity for larger care companies to provide Supported Living care services to multiple schemes, which offers economies of scale and the possibility of strategic relationships,

whilst preserving the opportunity for small and medium sized companies to provide care to single schemes.

16. Supported Living services for schemes in **Group 4** schemes are out of scope of the Flexible Framework, however the Council will work separately with care providers to move them onto similar terms and conditions, consistent with the commissioning objectives.
17. Supported Living care services for **Group 4** individuals would fall outside the scope of the procurement for the Flexible Framework. We would undertake a separate analysis to determine the most appropriate future contractual arrangements with the aim of aligning terms and conditions with Supported Living care services within Staffordshire where possible.

### **Supported Living care services for new residents**

18. New residents would be offered accommodation and care at in-county schemes with Supported Living care services provided by providers on the flexible framework. Up to date vacancy information would be maintained with details available on a new online booking application. As an alternative they could choose self-directed support at the appropriate weekly rate and purchase their own Supported Living care services at a different scheme.

