

**By:** Angela Slaven, Customer and Communities Directorate, Director - Service Improvement

**To:** Supporting People Commissioning Body 10 October 2013

**Subject:** Commissioning Plan

**Classification:** Unrestricted

### **Summary**

This report is to provide an overview of the first draft of Commissioned Services commissioning intentions for housing related support over the next three years. It is intended to provide the Commissioning Body with the means to debate and develop the intentions and enable the formulation a robust action plan for the reshaping of provision in Kent

### **Recommendation**

The Commissioning Body is asked to discuss and comment on the commissioning intentions

## **1. Introduction**

- (1) This report has arisen from the findings of the needs analysis carried out over the summer of 2013, as Commissioned Services embarks on a process of change as part of a wider programme of public sector reform.
- (2) Housing-related support has a significant contribution to make to the wider community resilience and sustainable communities agenda and reform will only be achieved by focusing on the importance of universal services in the lives of residents and the need for all partners to work together to shape communities that promote wellbeing for all.

## **2. Need for Change**

- (1) The county council's medium term plan **Bold Steps for Kent** sets out the authority's commitment to radical change in its services. The plan signposts a focus on prevention, people, productivity, partnership and procurement as being at the heart of its delivery mechanisms to ensure that its vision is achieved.
- (2) The county council has set out its vision for transforming adult social care in Kent, aiming to ensure that people are at the heart of all social care activities, receiving integrated services that are easy to access, focus on preventative interventions that empower people to self-manage based upon the principles of
  - Prevention, independence and wellbeing

- Supporting recovery, encouraging independence
  - Support at home and in the community
  - Options for people to live independently where they choose
  - Providing value for money in everything we do
  - Doing the right things well.
- (3) The county council has recently approved the first iteration of the transformation plan “**Facing the Challenge: Delivering Better Outcomes**”. The plan sets out the first phase of transformation to the authority’s future vision and operating model, focussed on five key principles:
- Integration of services around client groups or functions
  - Single council approach to projects, programmes and review
  - Creating viable businesses from traded services
  - Embedding commissioning authority arrangements
- (4) The commissioning of housing related support will adhere to these principles. Fundamental changes are required across housing-related support services to enable the delivery of support that reflects these ambitions. There will need to be significant changes in the types of services currently available and changes to how resources are utilised, with a greater focus on prevention and early intervention. Early opportunities to streamline commissioning with other business units within the organisation and reduce duplication are already being undertaken.
- (5) Commissioning will characterised by
- Provision of accessible information and advice to all residents with support needs
  - A range of services that promote independence and prevent people needing ongoing support where this can be avoided
  - The extension of choice and control for all residents’ support needs
  - Greater partnership working to shape communities, with the needs of residents at the centre, creating an environment where all residents feel safe through a proactive approach to safeguarding
  - Ensuring that the delivery of services is cost effective
  - Clear pathways in, through out of services
- (6) The needs analysis recognised that current service models will be neither affordable nor sufficient in meeting the needs of clients within the current resources. It is clear that a fundamental shift towards prevention and early intervention will improve outcomes and have a significant impact for the county council partner agencies through:
- Fewer referrals for social care assessment.
  - Fewer people receiving packages of care.
  - Fewer emergency admissions (and readmissions) to hospital.

- Smaller packages of care as a consequence of people using universal services and community support networks alongside their personal budgets.
- Increasing numbers of people benefiting from recovery and rehabilitation services.

### **3. Commissioning Principles**

(1) Future commissioning will:-

#### **Prioritise**

- integrated provision that promotes enablement, recovery and increased independence
- services which deliver added value and meet wider partner outcomes

#### **Commit**

- to working with providers to ensure they deliver value for money in quality services
- to engaging with a range of partners and stakeholders to develop services which encourage people to build resilience and their ability to resolve problems themselves

#### **Develop**

- streamlined commissioning solutions that are innovative, transformative and can respond to changes in demand and aspiration
- reporting mechanisms that are proportionate, that enable resources to be concentrated on delivery

#### **Engage**

- with the provider market, including small providers, to support a diverse market and creative solutions to our service users' needs.

#### **Deliver**

- Equitable services in response to identified need
- Personalised, outcome focussed services that tackle social isolation and promote community integration.

### **4. Commissioning intentions**

(1) An overview of future commissioning intentions is outlined in **Appendix 1**. Future commissioning will have a thematic focus:

- Domestic Abuse
- Homelessness including rough sleepers
- Learning Disability
- Mental Health
- Physical and Sensory Disability
- Offenders

- Older People
- Young People at Risk and Teenage Parents
- Substance Misuse
- Ex-Service Personnel

These themes will enable better mapping and streamlining with other business units within the authority and facilitate transformation.

- (2) The themes will enable provide the basis for service improvements and redesign through:
  - Rationalisation, integration and reconfiguring existing services
  - even distribution of services across the County
  - clear referral pathways into services

## **5. A Framework for Future Commissioning**

- (1) A Commissioning Framework has been developed within the service, **Appendix 2.**
- (2) The framework sets out the activities and processes and procedures that will be followed in all future commissioning.

## **6. Finance**

- (1) The budget allocated for housing related support in 2013/14 is currently £24.8million.
- (2) Whilst the future allocation for housing related support is unknown, recent commissioning exercises have demonstrated that targeted services of equal or better quality can be delivered at lower cost.

## **7. Impact Assessment**

- (1) The commissioning plan has been subject to an initial screening equalities impact assessment. More detailed and specific assessments will be undertaken on the individual cohort commissioning plans as they are developed.
- (2) The development of these cohort plans will further be informed by health impact assessments and health inequality impact assessments.

## **8. Conclusion**

- (1) A first draft of the commissioning intentions has been developed arising from the needs analysis conducted during the summer.
- (2) The commissioning intentions will be developed and refined to create an action plan including timescales for delivery.

**Recommendations:**

The Commissioning Body is asked to discuss and comment on the commissioning intentions

**Background Documents**

[Bold Steps for Kent](#) – Progress to Date and Next Steps

[Facing the Challenge: Whole-Council Transformation Plan](#)

**Melanie Anthony**

**Commissioning and Development Manager**

**01622 694937**

**Appendix 1 Commissioning Intentions**

**Appendix 2 Commissioning Framework**