

**Commissioned Services
(Housing-related Support)
Commissioning Plan**

2014 – 2017

Commissioned Services

Commissioning Plan 2014 - 2017

1. Introduction

- 1.1 The purpose of this document is to provide a summary of Commissioned Services commissioning intentions for the coming three years.
- 1.2 Commissioned Services has embarked on a process of unprecedented change, which is part of a wider programme of public sector reform.
- 1.3 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 citizens and the need for all partners to work together to shape communities that promote wellbeing for all.
- 1.4 Fundamental changes are required across housing-related support services to enable the delivery of a system that is personalised, responsive and flexible and offers real choice and control to individuals. There will need to be significant changes in the types of services currently available and changes to how resources are utilised particularly with the greater focus on prevention and early intervention.
- 1.5 The commissioning intentions described all have a clear rationale and defined outcomes (Appendix A). They are consistent with the vision and priorities described in the Vision for Kent, Bold Steps for Kent and the Strategy for Public Health in Kent. Many of these intentions build on existing services, approaches and good practice adopted by KCC in recent years.
- 1.6 IT is clear how housing-related support services need to change, to deliver a system which is characterised by
 - Accessible information and advice to all citizens with support needs
 - A range of services that promote independence and prevent people needing ongoing support where this can be avoided
 - The importance of universal services in the lives of all citizens especially those with support needs
 - The extension of choice and control for all citizens' support needs

- All stakeholders working together to shape communities, with the needs of citizens at the centre, creating an environment where all citizens feel safe through a proactive approach to safeguarding
 - Ensuring that the delivery of services is cost effective
- 1.7 Through the needs assessment it has been recognised that current service models will neither be affordable nor sufficient to meet needs within current resources. It is clear that radical solutions will be required to enable us to deliver these ambitious changes at a time of significant financial restraint. The fundamental shift towards prevention and early intervention will make savings and have an impact for 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.

2. Commissioning Intentions

- 2.1 The following ten commissioning intentions will be the focus of service improvement and redesign over the next three years.

Domestic Abuse

- 2.2 Rationalise domestic abuse service provision on a holistic East and West Kent basis incorporating secure refuges, floating support, resettlement, IDVA services and a sanctuary scheme.

Homelessness including Rough Sleeping

- 2.3 Ensure even homeless accommodation across the county and specialist rough sleeper outreach support to entrenched and recent rough sleepers. Reconfigure provision on an East and West Kent basis to incorporate hostel accommodation, move-on accommodation, floating support, resettlement and rough sleeper support.

Learning Disability

- 2.4 Rationalise learning disability services on an East and West Kent basis to ensure a pathway for service users that includes long term and short term accommodation, resettlement, and floating support that recognises some individuals will have an ongoing support need to assist their independence.

Mental Health

- 2.5 Rationalise mental health services on an East and West Kent basis to ensure a pathway for service users that includes long term and short term accommodation, resettlement, and floating support that recognises some individuals will have an ongoing support need to assist their independence.

Physical and Sensory Disability

- 2.6 Ensure that supported accommodation across all client groups has sufficient suitable provision to meet the needs of service users who also have physical disabilities in addition to support needs. Ensure that services are sufficiently skilled to maximise choice for those with sensory impairment.

Offenders

- 2.7 Rationalise offender services on an East and West Kent basis so that they include short term accommodation, resettlement, and floating support and ensure that the service provision begins before individuals leave prison.

Older People

- 2.8 Ensure that services for older people with support needs are available in the right place at the right time and that the support meets individual need to enable service users to live independently in their own homes.

Young People at Risk and Teenage Parents

- 2.9 Ensure even young person and teenage parent accommodation across the county. Reconfigure provision on an East and West Kent basis to incorporate hostel accommodation, move-on accommodation, floating support and resettlement.

Substance Misuse

- 2.10 Ensure even provision of services across the county that include supported accommodation, floating support and resettlement, working in partnership with drug treatment agencies.

Ex-Service Personnel

- 2.11 Build on existing work to understand the housing-related support needs of this group and commission accordingly. There are likely to be links and connections with existing provision in homeless and mental health services.

3. Recommendations

3.1 The recommendations from the needs analysis include:

- Reducing the number of contracts, making the programme more manageable and enabling more flexible provision.
- Introducing clear pathways in and out of services so that individuals understand the journey they are on.
- Consideration to reducing the high support hours in some services.
- Exploring the needs of ex-service personnel.
- Improving service models to enable increased utilisation and throughput.
- Reviewing older persons' services in the light of changing needs.
- Improving the tenancy readiness of services users including the use of rent deposit schemes and the private rented sector.
- Using a single assessment tool

4. Supporting Documentation

4.1 The following documents will be available on the KCC intranet and the internet early in 2014.

- Commissioning Business Plan
- Commissioning Framework
- Commissioning Consultation Plan

Commissioning Plan – underpinning rationale and outcomes

Service Type	Commissioning Intention	Rationale	Outcome
Domestic Abuse	<p>To rationalise existing domestic abuse service provision into 2 holistic services, one covering East Kent (Ashford, Canterbury, Dover, Shepway, Swale and Thanet) and one covering West Kent (Dartford, Gravesham, Maidstone, Sevenoaks, Tonbridge & Malling, Tunbridge Wells). These services should incorporate the following provision:</p> <ul style="list-style-type: none"> • Secure refuge provision sited in each district; including establishing new refuge accommodation in Tonbridge & Malling • A tenure neutral floating support service to women and men at risk of domestic abuse • Resettlement support to people leaving refuge services • A sanctuary scheme to facilitate security improvements to victims within their own homes • An IDVA service to work within the community and SDVCs <p>The services commissioned must provide support to clients of any gender with additional and complex needs, such as substance misuse, mental health problems, learning disabilities, offending behaviour and gypsy/ travellers.</p>	<p>To ensure that a more cohesive, seamless service is delivered to the client group, which is able to respond effectively to changing demands and needs.</p>	<p>More cost effective (lower overheads through having a single contracted provider in each area) and flexible provision which, covers the entire county.</p> <p>The inclusion of a contracted sanctuary scheme to ensure consistency of provision and quality across the county.</p>

<p>Homelessness including Rough sleeping</p>	<p>To rationalise provision of homeless accommodation based services to ensure an even spread of hostel provision across the county. The districts which currently have no homeless accommodation are: Dartford, Shepway and Sevenoaks. Tonbridge & Malling has limited provision.</p> <p>To ensure availability of specialist rough sleeper outreach support to both entrenched rough sleepers, and new entrants to the streets.</p> <p>To reconfigure existing provision, and the additionally required services as detailed above into 2 holistic services covering East Kent and West Kent, and incorporating hostel accommodation, lower support 'move on' accommodation, floating support, resettlement support and rough sleeper support.</p> <p>To reconfigure the levels of support available in services to develop pathways through homelessness services with reducing support as clients increase in independence.</p> <p>To incorporate into future commissioning plans appropriate provision for emergency bed spaces, and suitably cited locations for provision of SWEP (severe weather emergency protocol).</p>	<p>To effect better outcomes by ensuring more even spread of provision across the county, thus balancing the burden on resources to other agencies such as local authorities, private sector landlords and drug and alcohol services.</p> <p>To have clear pathways through the services available to ensure that clients receive the levels of support they need, and that support reduces as they increase in independence.</p> <p>To ensure that a more cohesive, seamless service is delivered to the client group, which is able to respond effectively to changing demands and needs.</p> <p>To ensure availability of short term, emergency accommodation for vulnerable people, which also serves to link them to appropriate support services</p>	<p>More cost effective (lower overheads through having a single contracted provider in each area) and flexible provision which covers the entire county.</p> <p>Clear pathways through support services will enable clients to receive the appropriate levels of support and move through the available services in a timely fashion, positively impacting on throughput, and availability of support to new entrants.</p> <p>More responsive emergency provision, which could be delivered on a more cost effective basis than is currently available to district and borough councils.</p>
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Learning Disability	<p>To reduce the total number of contracts by commissioning holistic contracts on an East Kent and West Kent basis with clear pathways to independence for service users. This will incorporate a review of support hours being delivered in each scheme, and the timescales that service users are eligible to receive support at each stage of their journey.</p> <p>To ensure that services for other client groups (such as domestic abuse, floating support services and young persons services) are equipped to meet the needs of service users who may also have a learning disability.</p>	<p>To rationalise the existing provision, to ensure that the contracts in place are fit for purpose and meet the needs of the client group. To introduce greater flexibility to deliver support at an appropriate level to service users as they move through their support journey.</p> <p>To ensure flexibility of provision, and that all contracts are able to meet the housing related support needs of service users with learning disabilities.</p>	<p>More cost effective, flexible provision that meets the needs of the client group and deliver high quality services.</p> <p>That existing services, and specialist commissioned services are able to meet the needs of clients with learning disability, and service users have the flexibility to receive the most appropriate service for their needs.</p>
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Mental Health	<p>To reduce the total number of contracts by commissioning holistic contracts on an East Kent and West Kent basis with clear pathways to independence for service users. This will incorporate a review of support hours being delivered in each scheme, and the timescales that service users are eligible to receive support at each stage of their journey.</p> <p>To redesign referral routes into accommodation based services.</p> <p>Commissioning of further accommodation based dual diagnosis provision.</p> <p>Explore the need for a county-wide service for hoarders</p>	<p>To rationalise the existing provision, to ensure that the contracts in place are fit for purpose and meet the needs of the client group. To introduce greater flexibility to deliver support at an appropriate level to service users as they move through their support journey.</p> <p>To ensure equity of access into services, and reduce the complexity of entry into services for both service users and referring agencies.</p> <p>There is an identified need for further provision to meet the needs of service users with substance misuse and mental health problems.</p> <p>To ensure that this group are able to safely maintain tenancy;</p>	<p>More cost effective, flexible provision that meets the needs of the client group and deliver high quality services.</p> <p>More transparent, equitable access arrangements for Mental Health services across Kent.</p> <p>Additional provision to meet the identified needs of the client group.</p> <p>Improved support for individuals and increase in stakeholders knowledge of compulsive hoarding; promotion of healthy living and address social isolation; address environmental issues</p>
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Older People	<p>Review of Older Peoples services with support needs, including a review of the sheltered housing stock in conjunction with FSC, Health and District/Borough Council partners.</p> <p>Work closely with FSC, Health and District/Borough Council partners to:</p> <p>Identify ways we can jointly better support Older People to live independently in their own homes.</p>	<p>Likely change in demand and the need to ensure services (and housing stock) are able to meet the needs of older people both now and in the future.</p> <p>To rationalise the existing provision, to ensure that the contracts in place are fit for purpose and meet the needs of the client group. To introduce greater flexibility to deliver support at an appropriate level to service users as they move through their support journey</p> <p>To improve health and wellbeing of older people and decrease dependency on more costly crisis services.</p> <p>Work with Health, LAs and HIAs regarding further Winter Warmth initiatives to reduce winter deaths for older people particularly those with heart and lung issues.</p>	<p>KCC has an understanding of existing services and sheltered housing provision and the contribution it could make to delivering strategic outcomes for the older population</p> <p>Improvement in ability to performance manage service delivery</p> <p>Older people are helped to live healthy lifestyles, make healthy choices, reduce health inequalities and reduce the numbers of older people dying prematurely or moving into residential nursing homes.</p>
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<p>Young People at Risk and Teenage Parents</p>	<p>Reduce homelessness amongst young people at risk and teenage parents.</p> <p>Provide a range of support and accommodation models for young people.</p> <p>Ensure existing services are fit for purpose, high quality and deliver positive outcomes.</p> <p>Improve access to services, to ensure that services are flexible and able to respond to a wider range of needs, are tenure neutral and where appropriate – cross authority.</p> <p>Provide a more targeted services for young people.</p> <p>Develop an outcomes framework for young people.</p>	<p>To commission high quality, effective, evidenced based, evaluated and timely services.</p> <p>To further develop and improve the Troubled Families and KIIASS agendas.</p> <p>To work with partners to ensure that there is early identification of safeguarding issues and the provision of appropriate support for young people.</p> <p>To work with housing partners to develop a housing and accommodation strategy that ensures suitable provision is available to meet the needs of young people at risk and teenage parents.</p> <p>To align commissioning processes and budgets across KCC and the Health economy.</p> <p>To ensure that expertise in the delivering of support to young people plays a major role in influencing the outcomes of the Supporting People Needs Analysis.</p> <p>To rationalise the existing provision, to ensure that the contracts in place are fit for purpose and meet the needs of the client group. To introduce greater flexibility to deliver support at an appropriate level to service users as they move through their support journey</p>	<p>To work with FSC Strategic Commissioning and KCC Procurement teams to competitively tender services.</p> <p>Effective joint working between District/Borough Housing Option teams, commissioned providers, and stakeholders of the Supporting People programme.</p> <p>Effective joint working between FSC Strategic Commissioning and Children's Centre Commissioning to shape a joint commissioning framework.</p> <p>Commissioning more cost effective and flexible provision.</p> <p>Identified clear pathways through support services which enable clients to receive appropriate levels of support in a timely fashion, positively impacting on throughput.</p>
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Substance Misuse	<p>Ensure that the needs of substance misuser (alcohol and drugs) with housing related support needs will need to be accommodated within each of the other cohorts eg. mental health, offenders and homeless.</p> <p>Ensure comprehensive inclusion of this cohort within all schemes to ensure that the required expertise is utilised appropriately to encompass the needs of substance misusers in Kent.</p>	<p>To ensure that those with substance misuse problems have fair access to appropriate help and support, in addition to their other needs.</p>	<p>Ultimately more equity of provision and an increase of substance misusers maintaining their independence is the goal, but this is unknown currently as further analysis is required.</p>
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Ex-Service Personnel	<p>To work with partner agencies to explore the housing related support needs of this group, utilizing and establishing the linkages and connections already in place.</p>	<p>To ensure that the case for provision is evidenced and appropriate commissioning takes place, where necessary.</p>	<p>Commissioning more cost effective and flexible provision</p> <p>Consistent and effective support for individuals and increase in stakeholders knowledge of the needs of this group</p>
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