Integrated Community Support Service
Commissioning Plans
2011-2014
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This section gives brief definitions of some of the terms used within this document.

**Care Quality Commission (CQC)** – The Care Quality Commission is the independent regulator for Health and Social Care in England.

**Carer** – An individual or individuals who support someone with a need without being paid.

**Commissioning** – Finding out what people want, need and should have, and making sure it is available.

**Commissioning Body (CB)** – The commissioning governance board for the Supporting People Programme.

**Community Strategy** – An overarching document that pulls together all local long term plans.

**Core Strategy Group (CSG)** – The strategic governance group for the Supporting People Programme.

**Crisis Management / Support** – A service that supports people at the point of crisis and prevents the need for long term change to peoples’ lives.

**Day Services** – The things that people want to do during the day. This has traditionally meant Day Centres but now covers all opportunities for people in the day, evening and at weekends.

**Direct Payments** – The method for passing payment to an individual in lieu of social care services.

**District Councils** – The organisations that are responsible for delivering local services within areas of a larger local authority. This often covers housing, household waste, etc.

**Domiciliary Care** – Support for individuals normally provided within a person’s own home.

**Floating Support** – Non accommodation based support service designed to offer increased flexibility in delivery.

**Healthier Communities** – A department of Lincolnshire County Council that seeks to develop services leading to healthier lifestyles for all in the county.
Individual Budgets – The nationally used term for bringing together a collection of funding streams used to buy services and allocating it directly to individuals rather than services

Integrated Community Support Service (ICSS) – New combined service for Adults with an assessed need for care living in Lincolnshire

Job Coach – A person who will support an individual in the work place so they can gain the skills needed to do and maintain employment

Joint Strategic Needs Assessment (JSNA) – A document that looks at the health and social care needs of an entire population

Lincolnshire County Council – The local authority responsible for delivering services within Lincolnshire that includes Adult Social Care among others

Lincolnshire Partnership Foundation Trust – The NHS provider service that supplies the majority of Mental Health services within Lincolnshire

Local Area Agreement (LAA) – An agreement between a number of local organisations that agrees the priorities for that area

Local Operating Plan (LOP) – The plan that states how local health services will be improved and financed

Local Strategic Partnership (LSP) – The local partnership that is responsible for the Community Strategy and LAA

NHS Lincolnshire (NHS) – The local National Health Service responsible for delivering health services in Lincolnshire (formally Lincolnshire Primary Care Trust)

Outreach – Services which are supplied from a base in community settings

Personal Budgets – Adult Social Care funding that is assigned to an individual based on their needs and which can be spent on meeting that individuals needs

Personalisation – The method for changing services so that individuals have more choice and control on their services and funding

Prevention Strategy ‘That Little Bit of Help’ – This is a document that outlines how we can develop productive prevention services within Lincolnshire

Preventative Services – Low level services that aim to stop people having the need to require more long term services – e.g. community groups

Putting People First – The document put out by Central Government that sets forward the future of Social Care
Recovery – A service model devised to support individuals on a short term basis to become as independent as possible

Rehabilitation – Services put in place to aid people on a short term basis towards recovery after a crisis, incident or other issue

Resource Allocation System (RAS) – The system that allocates funding from assessed need via a Personal Budget

Respite – A break (normally in a residential facility) for an individual or a Carer

Short Breaks – The new term for respite which allows for greater flexibility

Social Enterprise – A company set up and formed around a group of people that has the aim of supporting those individuals or the wider community

Supported Living – The name given to accommodation with support where the two are separated and an individual has a separate support agreement to their tenancy agreement (or house ownership)

Supporting People – A Central Government funding stream that is administered by local authorities that pays for housing related support to enable individuals to remain in their own home

Transformation – The term given to the change that is taking place within Adult Social Care as part of the Putting People First Agenda
Introduction

The purpose of this commissioning plan is to outline the vision and strategic purpose of the new Integrated Community Support Service (ICSS).

Within Lincolnshire we face a number of challenges over the coming years particularly in the new economic climate of reduced funding from Central Government. The Lincolnshire County Council Healthier Communities Directorate is dedicated to developing new and innovative ways of delivering high quality services to those who eligible to receive them.

It is well documented that Lincolnshire is the fourth largest County in the UK, with a total area of almost 6000 square kilometres. It has a predominantly rural based population of around 650,000. In terms of population growth the County is expanding faster than most other comparative authorities in the Eastern Region with increases in both birth rates and inward migration. The County has a mix of some large conurbations, sparsely populated rural areas and coastal communities that have seasonal variations in their profiles through issues of migrant workers (national and regional) and inward retirement migration. The population profile varies significantly across the County.

In 2008 the Supporting People Team (part of the Healthier Communities Directorate) carried out a strategic review of Older Peoples Services in Lincolnshire. A key recommendation that came out of the Supporting People review was the proposed remodelling of Older Peoples services opting for a move away from the traditional accommodation/resident warden service to a floating support model, the review concluded that a floating support service could allow a responsive and client centred service.

Given the demographic information above, the reduction in central government funding and the projected increase in the number of older people and people with long term health conditions it is apparent that a swift implementation of an Integrated and proactive service is essential.

This challenging time offers us a key opportunity to work in collaboration with our colleagues in NHS Lincolnshire, Lincolnshire County Council, District Councils and the Third Sector to design and deliver this service for all adults based on the blueprint laid out by the 2008 Supporting People review.

The proposed Integrated Community Support Service will be delivered via a 24 hour floating support service model incorporating the use of assistive technology such as Telecare. The benefits of floating support include:

- This type of support can be provided to anyone who requires the support irrespective of the type of accommodation in which they live.
• The separation of housing support from housing management allows floating support workers to be advocates of the service user and not representatives of the landlord.
• Services are flexible and can respond rapidly to crises or emergencies.
• People in isolated or rural areas can be provided support in their own homes – services can have a greater ‘reach’ than accommodation based services.
• The level of support provided can be tailored to meet the needs of the individual and the hours for individuals can be moved around.
• Floating support adopts a ‘holistic’ approach to assessing individuals’ needs.
• It can be focussed to meet strategic objectives, such as, tackling homelessness (by sustaining accommodation), crime, anti-social behaviour and wider social inclusion issues.
• It can deliver health and social care outcomes including prevention of hospital readmissions, support through hospital discharge, reduction of substance misuse, and prevention of institutional care.
• Positive outcomes for service users include improving quality of life, learning independent living skills, accessing training/employment and improving health.¹

The Integrated Community Support Service will be jointly funded by the Supporting People budget and Adult Social Care funds. The service will be jointly commissioned and managed in an effort to promote joined up approaches and deliver a comprehensive service to our customers. Through consistent and robust contract management and performance reporting it is anticipated that the service will attract further investment from other statutory bodies.

In order to achieve fair and transparent commissioning decisions, it is proposed that strategic objectives will go through the Supporting People Core Strategy Group (CSG) and Commissioning Body (CB).

Communication and stakeholder engagement will be a continuous process, in which stakeholders are engaged as active partners in determining the commissioning requirements for the Integrated Community Support Service under a framework agreement. The various communication activities have been designed to ensure this two-way communication process.

• Keep key stakeholders informed of the decisions and progress regarding the strategic commissioning intentions of LCC.
• Through engagement with providers begin to influence the market to provide a more flexible range of services to meet service user expectations, through future contracting arrangements.
• Provide stakeholders with information about services that are to be commissioned and decommissioned.

¹ Research into the effectiveness of floating support services for the Supporting People programme

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• Ensure transparency in detailing how we will engage with service users and carers and other stakeholders. This will involve building on and/or incorporating findings/recommendations of consultation/engagement undertaken as part of recent best value options appraisals, service reviews, visioning events, and deliberative events for other strategies such as carers’, LAA, LSP etc.

**Vision, Aims, and Objectives**

Every organisation is driven by its core values. These values are supported by principles that underpin their behaviour. The values of Lincolnshire County Council are captured by the word PERFORMS, this stands for:

- Putting Customers first
- Encouraging innovation in a learning organisation
- Results and successful outcomes matter most
- Focussed on the needs of the citizen, customer and community
- Openness and honesty, welcoming of challenge and being accountable
- Respecting and including everyone, with equality of opportunity and celebration of diversity
- Making a difference through community leadership
- Setting challenging standards; always striving to improve services

Supplementary to these values the Commissioning of services also aims to:

- Have the right services available, which are in the right place and are provided at the right time
- Improve the well being of the County’s adult community
- Have clear standards and commission services providing high quality care
- Improve access to a range of services
- Improve the service user experience through greater choice and control
- Ensure fairness and equity in service delivery through putting people first.

In addition, Lincolnshire through its ongoing consultation with service users and carers has identified a series of eight aspirations. These expressed service priorities will form the basis for service delivery and will be reflected in the mapping of existing services and the commissioning of new services.

- Transport & Accessibility. (e.g. making places easier to get to)
- Support services to help reduce isolation. (e.g. Drop-in centres)
- Respite Services. (e.g. providing a break for carers)
- Flexible support. (e.g. 24 hour care)
- Access to daytime opportunities and employment. (e.g. help to get out and about and get a job)
• Access to information. (e.g. helping you to get the information you need)
• Supported Housing. (e.g. providing supported accommodation and helping people to live independently in their own homes)
• Carers support services. (e.g. providing training, information and support for carers)

**National Drivers**

In 2008 the Governments Office for Disability Issues Produced the Independent Lining Strategy – A strategy that challenged the basic definitions of what Independent Living means and how this can be applied by local authorities. ‘Disabled people, (including older disabled people), have challenged the meaning of ‘independence’. ‘Independent living’ does not mean doing things for yourself, or living on your own. Instead, it means:

• Having choice and control over the assistance and/or equipment needed to go about your daily life
• Having equal access to housing, transport and mobility, health, employment and education and training opportunities

This definition above was later echoed and reiterated in the Governments 2009 Valuing People Now: A new three year strategy for People with Learning Disabilities. It was identified within Valuing People now that ‘The Government will deliver a programme of work to ensure that mainstream housing policies are inclusive of people with learning disabilities’\(^3\). The Integrated Community Supported Living Service will seek to ensure that mainstream housing policies are more accessible and manageable for adults with a Learning Disability.

It is nationally recognised that inappropriate housing can reduce the ability of people with poor health or a disability to lead independent lives and participate in the community and a lack of settled housing is one of the key factors that can cause social exclusion, high-risk behaviour or cause a move on to more institutional forms of care and support\(^4\). Nationally, providers of housing and housing related support have had a key role to play in the achievement of Public Service Agreement (PSA) 16 targets.

The Integrated Community Support Service will serve as a key vehicle in Lincolnshire’s delivery of the PSA 16 targets ensuring that those who are socially excluded adults can use the service to integrate into society and secure appropriate accommodation.

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\(^2\) Independent Living Strategy 2008
\(^3\) Valuing People Now: A New Three-Year Strategy for people with learning disabilities
\(^4\) Neighbourhoods with the Resilience to Care

A viewpoint on developing the contribution of housing services for adults at risk of exclusion.
The Government’s White Paper, Our Health, Our Care Our Say, identified a number of key outcomes for communities and individuals being served by health and social care agencies.

These are:

- Improved health
- Improved quality of life
- Making a positive contribution
- Exercise of choice and control
- Freedom from discrimination or harassment
- Economic well-being
- Personal dignity

The above seven outcomes are the bedrock for the Integrated Community Supported Living Service as well as the underlying principle which applies to all local authorities in the current economic climate—the need to ensure that all publicly funded resources are used to improve outcomes for individuals and communities alike.

### Local Drivers

The Integrated Community Supported Living Service is driven by the Prevention Strategy—‘That Little Bit of Help’ 2010-2013. This three year strategy sets out the approach to demonstrating the value of preventive services in delaying people’s need for costly health and social care services at the same time as improving people’s quality of life. As such it covers all adults in Lincolnshire.

It builds on the existing strengths of the services, because prevention is already an important component of much of what organisations in Lincolnshire deliver. Moreover the strategy seeks to accelerate the agenda and establish new directions in partnership with other agencies for developing further on the solid foundations we have in place.

The development of this strategy has been a shared one across health, social care, housing and the Third Sector. Key outcomes for the Prevention Strategy are that:

- People are well informed about the options available to them through advice and information when faced with potential risks and support needs and;
- Through joined up early intervention, more people are helped to avoid a crisis that could lead to unnecessary admissions to hospital or longer term care.
Strategic objectives
In delivering services to meet these outcomes, via aligning preventive services to this strategy, we believe that local organisations will be able to meet the following two objectives:

- To demonstrate the success of investment in prevention to inform ongoing financial planning decisions and;
- To ensure that effective joint working across the whole system makes the most efficient use of investments in preventive services by maximising their impact.

As well as specific strategies Lincolnshire County Council is - like all local authorities governed via the Local Government Act 2000 - under a duty to produce a Community Strategy to improve the economic, social and environmental well being of their area. The Sustainable Community Strategy for Lincolnshire 2006 – 2021 was agreed by the Lincolnshire Assembly in 2006. The Assembly is a partnership of organisations and agencies who work together in order to provide services across the County. They have agreed four priority areas: Safer Stronger Communities: Children and Young People: Health and Social Well-Being: Economic Development; which they seek to deliver through a Local Strategic Partnership (LSP).

The Integrated Community Supported Living Service will sit under the third priority enhancing Health and Social Wellbeing within Lincolnshire.
Commissioning Intentions

Based on the national directives, the economic climate, local issues and existing service knowledge, we have developed a number of key commissioning intentions that will take place over the next 12 – 36 months.

Commissioning Intention 1
We will develop a 24/7 Integrated Community Service by working with clients and providers alike to develop and stimulate an open and competitive market

Commissioning Intention 2
We commission a floating support model of care that is Countywide and will incorporate Home Care and Housing Related Support

Commissioning Intention 3
We will promote and fund assistive technology services that will ensure people are safe in their own homes 24 hours a day

Commissioning Intention 4
We will commission services that are accessible via Direct Payments, Individual budgets giving clients choice and control over who provides their care

Commissioning Intention 5
We won’t re-commission a resident based warden service

Commissioning Intention 6
We will commission services that have a clear and transparent pathway with a single point of access
Commissioning Intention 7

We will commission services that is accessible to members of the public who wish to purchase care privately with clear and transparent unit costs

Commissioning Intention 8

We will aim to separate the landlord and support function of our services ensuring increased choice and control for our clients

Commissioning Intention 9

We will explore the option of making our services available to multi user groups

Ways Forward

This Commissioning Plan remains at the early stages of development. During the summer of 2010 these intensions along with a Service Specification for the Integrated Community Supporting Living Service will be consulted on with Clients, carers and providers alike. It is anticipated that by the end of October 2010 a working document will be ready for to go out to the open market for tender.

If you have any comments about these nine intentions please get in touch with Richard Cumbers or Matthew Herkes:

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