

Community Impact Assessment

Final Recommendations for the Future Commissioning Arrangements
for Supported Living Services in Staffordshire

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➤ Equality Assessment

Protected Characteristics	Benefits	Risks	Mitigations / Recommendations
<p>Age - older and younger people</p>	<p>The new contracting arrangements will allow for all service users aged 16+ with assessed eligible needs to access care and support. This will allow sufficient time to plan for services for when a service user reaches their 18th birthday.</p>		
<p>Disability - people who are living with different conditions and disabilities, such as: mental illnesses, long term conditions, Autism and other neurodiverse conditions, learning disabilities, sensory impairment and physical disabilities.</p>	<p>The new contracting arrangements will ensure the Supported Living provider market delivers quality care, meets demand and delivers outcomes to prevent, reduce and delay needs and enable independence.</p> <p>SCC will develop a thriving care market which can prevent,</p>	<p>Risk of complaint and challenge.</p> <p>Users of services who currently receive their support from a non-contracted Provider may be required to transition to a new Provider if:</p> <ul style="list-style-type: none"> • Their current preferred provider wishes not to be a 	<p>Project currently in progress which is moving non contracted placements onto a contracted footing. This is anticipated to be completed during 2023.</p> <p>All proposed ways of working will align with The Care Act (inclusive of Choice Policy) TUPE may be applicable in certain circumstances, thus providing the potential for continuity of staffing in particular circumstances.</p>

Protected Characteristics	Benefits	Risks	Mitigations / Recommendations
	<p>reduce and delay needs, are asset focussed and promote independence.</p> <p>The process for making placements will be simplified and streamlined for all stakeholders involved.</p> <p>Users of services will receive support to meet their assessed eligible care and support needs in a timely way.</p> <p>Users of services will be able to express choice and control, as per the Care Act, when selecting their support, but not at any cost.</p>	<p>contracted provider.</p> <ul style="list-style-type: none"> • Their current preferred Provider is not successful in joining the new arrangements and the Service User is not able to manage a Direct Payment to enable them to choose to remain with their current Provider. • They are not able to afford the required 'top up' - as per SCC Choice Policy, when exercising choice. 	<p>Completion of a Care Act compliant Asset Based Assessment and MCA (as appropriate)</p> <p>Project underway to look at the option to use Individual Service Funds (ISF) which is a tri-party agreement with the Individual, Care and Support provider, and the Local Authority. If successful, this will provide an alternative option to a contracted provider and for a Service User to take a Direct Payment. A final report for recommendation will be compiled.</p>
<p>Gender reassignment - those people in the process of transitioning from one sex to another</p>	<p>N/A</p>	<p>N/A</p>	<p>N/A</p>

Protected Characteristics	Benefits	Risks	Mitigations / Recommendations
Marriage & Civil Partnership - people who are married or in a civil partnership should not be treated differently at work	N/A	N/A	N/A
Pregnancy & Maternity - women who are pregnant or who have recently had a baby, including breast feeding mothers	N/A	N/A	N/A
Race - people defined by their race, colour, and nationality (including citizenship) ethnic or national origins	N/A	N/A	N/A
Religion or Belief - people with any religious or philosophical belief, including a lack of belief. A belief should affect a person's life choices or the way they live for it to be considered	N/A	N/A	N/A
Sex - men or women	N/A	N/A	N/A
Sexual orientation - whether a person's sexual attraction is towards their own sex, the opposite sex or to both sexes	N/A	N/A	N/A

➤ Workforce Assessment

Who will be affected - consider the following protected characteristics: age, disability, gender reassignment, marriage & civil partnership, pregnancy & maternity, race, religion or belief, sex and sexual orientation	Benefits	Risks	Mitigations / Recommendations
<p>There is an in house Supported Living scheme called Horninglow Bungalows however this service is out of scope for the recommission.</p> <p>For the general health and care market where applicable TUPE will apply.</p>	<p>The new commissioning arrangements with fewer providers will enable the Council to fill vacancies, benefit from economies of scale and establish a productive partnership with care and support providers and housing providers. It will facilitate the development of a 'core and cluster' model using staff flexibly across more than one scheme.</p> <p>Longer term contracts with providers will allow for longer term</p>	<p>There is a risk of TUPE failure.</p> <p>There is a risk that some individuals may lose their long term carer.</p>	<p>TUPE will be applied where applicable, thus providing the potential for continuity of staffing in particular circumstances. Support will be sought from Legal and HR as appropriate. To support this staffing information will be requested from providers up front to support the tenure process and allow providers make informed decisions.</p> <p>A number of provider engagement opportunities has taken place with the market including 5 engagement workshops led by an external consultancy agency 'Peopletoo', 2 provider Forums, and the offer of 1:1 meetings with</p>

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	<p>business planning and staff stability.</p> <p>A move away from task and time focused care delivery to an outcomes focused model may give staff more satisfaction.</p>		<p>commissioners. Information and presentations were also sent to all providers on the Dynamic Purchasing System.</p> <p>A risk matrix has been produced to identify which providers have engaged and providers who had not engaged were sent direct communications.</p> <p>The number of SME providers has been identified.</p> <p>Staffordshire Care Association/ Care Providers Association (SARCP) have met with their members and sent a list of points for the Council to consider. The</p>

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			<p>Council has asked providers for further comments and suggestions.</p> <p>There are options in the report which would have less impact on the SME market.</p> <p>Individuals have the option to use self directed support such as Direct Payments to source care packages, the Council is also investigating whether to develop an Individual Service Fund offer as part of self directed support.</p> <p>The Council is also scoping out the opportunity to run the block contract and the Flexible Framework concurrently to offer more provider choice.</p>

Who will be affected - consider the following protected characteristics: age, disability, gender reassignment, marriage & civil partnership, pregnancy & maternity, race, religion or belief, sex and sexual orientation	Benefits	Risks	Mitigations / Recommendations
			A mobilisation period is being built into timescales for the block to allow the incoming providers sufficient time to recruit and train staff.

➤ **Health and Care Assessment**

Key considerations	Benefits	Risks	Mitigations / Recommendations
<p>A key priority within our Strategic Plan is to 'Encourage good health and well-being, resilience and independence'.</p> <p>As of May 2023 there are currently 241 providers registered on the Dynamic Purchasing System. Some of our current Supported Living Services are quite traditional in their approach focusing on tasks and time rather than enabling individuals to maximise their strengths and opportunities. Our current service specification for the Dynamic Purchasing System does not require providers to work in this way, and currently less than half are proactively contract managed with no ongoing monitoring from the quality assurance teams unless there is a specific issue.</p> <p>This recommission moves the market to outcomes based working which is person centered and utilises community resources and assets to enable individuals to reach their potential. The new arrangements will include</p>	<p>The new contracting arrangements will enable the Council to source care and support for our more complex clients with a range of needs in a simplified and consolidated commissioning approach to ensure the Council develops a thriving care market which can prevent, reduce and delay needs, are asset focussed and promote independence.</p> <p>There is currently insufficient capacity within county for people with very high levels of need, leading to people being placed out of county, the new arrangements allow for</p>	<p>Evidence of positive outcomes achieved within existing Supported Living services shows that without the right support at the right time, an individual's overall health and wellbeing may deteriorate.</p> <p>We currently have some smaller providers who already work in this way. With a move to block contracts and fewer large providers taking over the market there is a risk the personalisation will be lost.</p> <p>A move to outcomes focused work is</p>	<p>Fewer providers will enable the Council to build close working relationships with the providers and proactively contract manage them to identify any areas which are not being delivered. It also allows for peer support and co-production opportunities with individuals.</p> <p>A clear service specification will be developed which outlines the Council's expectations, and contains opportunity for the Council to monitor performance and to address issues, or ultimately terminate the contract if necessary.</p> <p>Individual, carer/parent, and provider feedback will be used to shape the specification.</p> <p>A number of provider engagement sessions have been held including a specific one on strengths based working. Communications for individuals and parents/carers is</p>

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<p>proactive contract management and quality assurance and co production opportunities for service users, and parents/carers.</p>	<p>investment in Staffordshire in the long term, and further capacity to be developed to meet unmet need, it also creates the opportunity to plan ahead to support the needs of specific groups such as young people transitioning into adult services.</p> <p>Subject to assessed eligible needs and the personalised outcomes identified, the provision of effective Supported Living will support service users (where they are able) to meet the domains within the Care Act.</p>	<p>difficult to monitor on an individual basis.</p>	<p>planned for once the tender documents go live. However the Council has commissioned the advocacy organisation Asist to capture general feedback from individuals on Supported Living.</p> <p>A clear Quality Assurance process will be implemented which includes involvement from users of Services and parents/carers.</p> <p>A mobilisation period will be built into the timeframe to allow new providers to work with their staff on culture change and implement training.</p>

➤ **Communities Assessment**

Key consideration	Benefits	Risks	Mitigations / Recommendations
<p>The new commissioning arrangements which are focused on building strengths, and utilising assets require care providers to engage and work collaboratively with their local communities to achieve outcomes for individuals in their care. The new arrangements will link in with the Public Health Supportive Communities programme and Support Staffordshire, who have mapped opportunities within the community and VCSE sector for adults with disabilities and mental health conditions. There are also future opportunities to work collaboratively to create new community resource where there is an identified need.</p>	<p>Making more use of local community assets and services to increase independence such as through utilising community activities, and volunteering opportunities which may result in reduced care support required.</p> <p>Potential to build the capacity of the VCSE sector.</p>	<p>Support Staffordshire have mapped existing VCSE sector who can support adults with disabilities now but also a group who want to but require training and confidence building, which requires resource to support.</p> <p>Despite best efforts, via the new arrangements, to facilitate partnerships and joint working it may not be successful this way of working is a culture shift for the majority of the market and requires input and resource from the</p>	<p>Working in partnership with the Strengths Based Programme and Supportive Communities Programme.</p> <p>A clear service specification will set out the Councils expectations.</p> <p>Proactive contract management which will include monitoring of community engagement.</p> <p>A mobilisation period will be built in to the timeframe for the block contracts to allow new providers to work with their staff and implement training.</p>

Key consideration	Benefits	Risks	Mitigations / Recommendations
		care providers to make it work.	

➤ **Economic Assessment**

Key consideration	Benefits	Risks	Mitigations / Recommendations
<p>A key priority within our Strategic Plan is to 'Support Staffordshire's economy to grow, generating more and better paid jobs'.</p> <p>The new arrangements will create stability in the market, and opportunity for local investment and growth in Staffordshire through long term contracts. It will allow large providers to flex their staff across multiple sites to maximise efficiency.</p>	<p>The new commissioning arrangements with fewer providers will enable the Council to fill vacancies, benefit from economies of scale and establish a productive partnership with care and support providers and housing providers. It will facilitate the development of a 'core and cluster' model using staff flexibly across more than one scheme.</p>	<p>To make block contracting or a prime provider model viable the lots need to be large scale this removes SME providers and could destabilise the market.</p> <p>Risk of complaint and challenge from Providers especially from SME providers who do not want to or can not expand their business to be in a position to bid for a lot.</p>	<p>A number of provider engagement opportunities has taken place with the market including 5 engagement workshops led by an external consultancy agency 'Peopletoo', 2 provider Forums, and the offer of 1:1 meetings with commissioners. Information and presentations were also sent to all providers on the Dynamic Purchasing System.</p> <p>A risk matrix has been produced to identify which providers have engaged and providers who had not engaged were sent direct communications.</p>

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	<p>The proposal for future pricing arrangements is for a range of weekly rates. This would allow providers to flex the care and support they offer between individuals and across schemes without the need to continually request an assessment or review</p> <p>This will provide the opportunity for existing Providers to potentially expand their existing provisions in Staffordshire as well as encourage new Providers to the region where applicable to do so.</p> <p>With fewer providers better relationships can be made and links made with supporting organisations to allow</p>	<p>There is a risk that TUPE could fail.</p>	<p>The number of SME providers has been identified.</p> <p>Staffordshire Care Association/ Care Providers Association (SARCP) have met with their members and sent a list of points for the Council to consider. The Council has asked providers for further comments and suggestions.</p> <p>There are options in the report which would have less impact on the SME market.</p> <p>Individuals have the option to use self directed support such as Direct Payments to source care packages, the Council is also investigating whether to develop an Individual Service Fund offer as part of self directed support.</p> <p>The Council is also scoping out the opportunity to run the block contract and the Flexible Framework concurrently to offer more provider choice.</p>

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	<p>service users to become active members of society and, where appropriate, gain employment / volunteering experience in a step-down model of care.</p>		<p>A mobilisation period is being built into timescales for the block to allow the incoming providers sufficient time to recruit and train staff.</p> <p>TUPE may be applicable, thus providing the potential for continuity of staffing in particular circumstances. Support will be sought from Legal and HR as appropriate.</p>

➤ **Climate Change Assessment**

Key considerations	Benefits	Risks	Mitigations / Recommendations
<p>Our mission is to 'Make Staffordshire Sustainable', and we have made a commitment to achieve net zero emissions by 2050 across every aspect of our service provision and estate.</p> <p>Climate Change is relevant to Supported Living in terms of climate change adaptation and how individuals and support staff are supported during times of adverse weather such as</p>	<p>The recommission provides an opportunity to work with care providers in a strategic way.</p> <p>The service specification will include environmental</p>	<p>Climate Change is not a key focus of this recommission.</p> <p>This recommission states that housing should be completely separate to the care element to ensure</p>	<p>A question on environmental impact will be included in the evaluation questions for the tender which will look at; the use of electric vehicles, disposal of consumables, working with housing providers on energy efficiency, recycling/reuse, and</p>

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<p>continued periods of hot weather, severe cold, or flooding, to supported wellbeing and continued care.</p> <p>Across social care as a whole, we the Council is trying to identify the areas where there is most potential impact gain in relation to carbon targets.</p>	<p>impact in the social value section.</p>	<p>security of tenure for Individuals. Therefore the Council does not have responsibility for housing and has no powers over energy efficiency in the schemes.</p>	<p>planning for adverse weather conditions.</p> <p>There is the opportunity for Commissioning to work with the Sustainability Team and co-produce a resource with awarded care providers around enabling individuals to cope well and remain independent during adverse weather and to enable staff to deliver continued care.</p> <p>Promote the use of public transport through support schemes such as 'travel buddies'</p>

➤ **Environment Assessment**

Key considerations	Benefits	Risks	Mitigations / Recommendations
<p>The new arrangements with larger providers across multiple schemes will allow for shared resources.</p>	<p>Under the recommission there is</p>	<p>Providers not meeting care requirements in</p>	<p>Work with Provider marketplace and assessment and care</p>

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	<p>opportunity for providers to review how they are meeting the agreed care needs of individuals in their care in terms of access to the local community and transport options.</p>	<p>terms of access to the community due to transport issues.</p>	<p>management teams to try and identify potential future needs.</p> <p>Ensure providers are clear and in a position to deliver against care needs in terms of access to the community and transport.</p>