



Bristol Clinical Commissioning Group

Bristol Health & Wellbeing Board

Adult Social Care Community Support Services Commissioning	
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Date of meeting	December 16 th 2015
<p>Report for information about adult social care Community Support Services commissioning as a precursor to a proposed key decision in February 2016 (current estimated date for key decision).</p> <p>An opportunity to get HWB comments on the draft CSS Commissioning Strategy as part of the formal consultation process.</p>	

1. Purpose of this Paper

The purpose of this paper is to inform the Health and Wellbeing Board (HWB) of the commissioning process for adult social care Community Support Services (CSS) and to generate discussion about this process, the drivers for change, opportunities, challenges and implications.

This is a precursor to a key decision required from the HWB in February 2016 (current estimated date for key decision) after the conclusion of the formal consultation exercise on the draft CSS Commissioning Strategy. The formal consultation ends on January 7th 2016.

2. Context, drivers for change, opportunities and challenges

Community Support Services (CSS) in Bristol are adult social care support services for adults (18 years+) with learning disabilities,

mental ill health and physical and sensory impairments delivered within community settings or at home.

CSS were last re-commissioned in 2008/9. There have been significant changes in legislation and practice since then and it is timely to ensure that the service offer meets the increasing requirement for flexible services which put people who use them and their carers in control of their lives. There is also a requirement for BCC to better manage the costs of these services against budget.

CSS aim to promote maximum independence, physical and mental well-being, social interaction, choice and control for those with statutory assessed eligible social care needs. Services currently include Accommodation Based Support (supported living), Community Outreach; Day Opportunities; and Carers Sitting Services. For more detail on these services, see pages 10-12 of the draft CSS Commissioning Strategy.

There are over 100 different providers delivering CSS to circa 1,150 service users. We are currently forecasting spend of £15m this year against a budget of £12m. Bristol CCG contributes approx. £1.2m towards the funding of CSS via Section 117 aftercare arrangements. Services are commissioned via individual spot purchase arrangements.

Through the consultation process, service users and their families and carers have told us that they want to live their lives as independently as possible and to be active citizens doing day to day activities, contributing to the diverse communities across the city. Well-being is about living daily life with dignity and respect, developing and maintaining good relationships, making a contribution to the community, learning, working and being active, as well as achieving other outcomes and goals that are specific to the individual. The service user outcomes sought from this commissioning exercise are broad and interconnected.

We also need to commission services that can adapt and change as service user expectations and needs change. This requires us all to think and work differently and collaboratively to design new ways of working.

As a response to the Care Act 2014, BCC is working towards a “Three Tier model” of social care (set out in more detail on page 37 of the draft CSS Commissioning Strategy). This approach advocates the need for quality information, advice and guidance, preventative services and good quality community based support services to prevent or delay the need for service users to need more intensive forms of care (such as Nursing / Residential Home Care).

The commissioning of support in Bristol also needs to be in the context of more service users opting to manage their own personal budgets through direct payments. Over time, the expectation is that the number of service users accessing Direct Payments will rise, leading to a reduction in provision commissioned directly by the Local Authority.

BCC therefore has a dual responsibility to shape a buoyant, vibrant market for social care services in the City as well as commission provision from this market.

Key opportunities for change

A draft CSS Commissioning Strategy was issued for formal consultation on October 15th 2015. It sets out a high level vision for the future commissioning of CSS services. Opportunities for change include the following:

- Opportunity to adopt an outcomes based approach to commissioning these critical services. BCC does not currently commission these services on an outcomes basis – it is based on the purchase of prescribed activities and units of care.
- Person centred approach: a core pillar of the need to re-commission is to ensure that future support is reflective of and reactive to need of the service user. Service user needs, outcomes and circumstances need to be built into individualised, outcomes focussed support planning processes.
- Alignment with the Care Act to work to a ‘strengths based approach’ to service user re-ablement (where this is appropriate) and to maintain support for those service users whose needs are unlikely to lessen (i.e. people with multiple and complex learning disabilities).

- Opportunity to ensure that we are commissioning quality CSS services through development of a new quality framework for support services – all providers will need to meet minimum standards set by BCC in the future in order to deliver CSS services in Bristol.
- Opportunity to ensure a clear link between service user needs, outcomes and the price paid for CSS support. Price of CSS services is currently determined through individual negotiation between BCC and care providers and there is disparity in what we are paying for comparable packages of care. This has contributed to budget pressures in this area.
- There are providers currently accredited on an ad-hoc basis and who do not play an active role in strategically shaping the local market. The strategy represents an opportunity for commissioners and providers to work in partnership to develop and shape the local market based on evidence and joint analysis of need.
- Opportunity to stimulate the market for support services, to bring new providers into the market, to test new ways of achieving outcomes
- Opportunity to better join-up with other aspects of the system supporting vulnerable adults e.g. health, housing.

Key challenges

There are significant challenges that need to be addressed by the re-commissioning of these services:

- To bring CSS expenditure back in line with budget, this commissioning is required to reduce cost by between £1-2m
- This needs to be done alongside ensuring quality services. Currently there is an unclear picture of quality but an absolute need to ensure we are commissioning quality CSS services. There has been little active contract management and quality assurance of CSS commissioned services due to other priorities within social care i.e. residential and domiciliary care, and the current size of the provider market makes effective, pro-active contract management difficult.
- Choice – a key aim of this commissioning process is to ensure that service users and their families have choice of CSS provision, hence a ‘high street model’ of support services or to take a direct payment to buy provision. This

needs to be balanced against the need to reduce spend in this area.

- It will take time, resources and change on the part of many stakeholders to move to an outcomes focussed model.
- Predicted rising demand for these types of services in the future (general population increases, transition of young people into adult services, step down from residential and other more intensive forms of social care)

3. Public consultation and timeline for more detailed commissioning plan and tender process

A high level draft Commissioning Strategy is currently out for public consultation for a period of 12 weeks. This consultation asks the public key questions about:

1. Principles underpinning this commissioning
2. The outcomes sought for service users through the commissioning of support services
3. Whether an outcomes focussed approach will safely reduce demand for support over time and increase service user independence
4. Ensuring quality provision whilst achieving value for money
5. Gaps in current CSS provision
6. Providers having a in setting milestones and activities with service users and their families according to outcomes focussed support plans
7. Whether consistent unit cost of CSS services will deliver improved value for money
8. Whether the strategy/ proposed approach to buying CSS services in the future will create a dynamic and diverse marketplace for CSS services into the future

There has been good engagement in the consultation process to date from service users, their families and carers and providers of services, and there are emerging indications of areas of consensus and differing views. The consultation closes on January 7th 2016. After that, the Commissioning strategy will be finalised taking on board consultation inputs.

The next step is development of a more detailed Commissioning Plan about the model we will adopt to commission CSS services and how this will work. Also required is a service specification for what we wish to commission / buy from the provider market including minimum quality standards; the pricing strategy behind this commissioning and preparation of tender documentation to launch the tender process in the Spring 2016. Contract award is expected in Autumn 2016 with a transition period between Autumn 2016 and Spring 2017.

4. Key risks and mitigations

- Complexity of CSS as a sector – Support services are very diverse meeting variable needs and individual outcomes. This makes for a more complex commissioning process as the units of care are not homogenous. A mitigation to managing this complexity is to ‘eat the elephant in bite size chunks’ taking a sequenced approach to change over the next few years.
- Not enough time to effectively develop and implement a systems wide view of change and transformation. There are many interdependencies between the commissioning of these support services and Care Management, Care Act Transformation Team, Housing, Housing Benefit, Community Development, CCG, Transforming Care and Better Care Bristol Programme, Public Health, Education, Skills and Learning and Transport. A mitigation to this is a sequenced approach to change and close partnership working with other public services to ensure as much opportunity as possible to join up and not duplicate provision, not create blockers for each other and to work innovatively together.
- Short timeframe between now and point of tender given the amount of issues to consider from formal consultation on the draft strategy, the above issues and the quantity and complexity of documents to produce to ensure an effective tender process. A mitigation is to extend the period of development between January and June 2016 and to commence the tender process in June 2016 (with a reduction in the amount of time to evaluate bids between June and October/November 2016 contract award).

- Making sustainable savings while ensuring quality provision that meets needs and improves outcomes. There is an opportunity through this process to achieve this through an outcomes based approach to commissioning. However the risk is that this may not be feasible in the timeframe of the savings window and due to cost pressures facing providers e.g. National Living Wage. This is currently being assessed taking into account assumptions currently made, the capacity and capability required to move to a new commissioning model and changes to care management.

5. Implications (Financial and Legal if appropriate)

Implications of this commissioning process are that citizens using support services currently may experience some change as a result of this commissioning exercise depending on which providers are successful in the tender process. The commissioning process will, however, positively shake up the existing market and ensure that quality standards are being met as this is a sector that has not had a strategic review for 7 years. Citizens new into the system will have a range of newly commissioned support services to access. The financial implication is that BCC needs to spend at least £1-2m less on these support services by the beginning of the financial year 2017/18.

6. Conclusions

The end of the formal consultation process on January 7th 2016 will signify the start of development of a CSS Commissioning Plan, service specification for what BCC will buy from the provider market and how it will monitor and evaluate delivery of the specification and these services.

Mid way through February 2016 the current intention is to come back to HWB for a key decision about spend on this commissioning, the development of a Bristol Standard for quality in CSS provision and delegated authority for the Strategic Director People and Strategic Director Commissioning to proceed with the detail of the commissioning.

7. Recommendations

1. That HWB acknowledges this warm up paper and the issues raised within and feeds in comments and inputs to what is set out in this paper. This will help significantly with thinking and development of the Commissioning Strategy and model.
2. That HWB expects CSS commissioning to return for a key decision in February 2016 or sometime thereafter.

Attachments

- Draft CSS Strategy
- Easy Read CSS Strategy
- Consultation survey

Lucia Dorrington, Service Manager, Joint Commissioning (Adults)

Bristol City Council

Community Support Services

Commissioning Strategy

(Draft for Consultation – October 2015)

2016 – 2021

To provide your feedback online visit the
CSS Commissioning webpage

www.bristol.gov.uk/csscommissioning.



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2015 EUROPEAN
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Introduction and Context

Executive summary

Community Support Services (CSS) in Bristol are social care support services for adults (18 years+) that are delivered within community settings or at home. Community support services enable and maintain independent living skills, examples of this support include support with cooking, assistance to attend social and sporting activities in the community, enabling people to attend learning, training and educational opportunities, accommodation based support where accommodation is provided as part of the care package, and support for carers to take a break from caring responsibilities.

The services included in this commissioning exercise are Accommodation Based Support; Community Outreach; commissioned Day Services and Carers Sitting Services.

The aim of these services is to promote maximum independence, wellbeing, social interaction and choice and control for those in need of support. Many of the people who use CSS are also supported by carers who may be families or friends. We are very aware that consultation on improvements to these services needs input from family and friends who are carers and welcome their input into the consultation alongside people who use services, professional staff as well as citizens.

Service Users have told us that they want to live their lives as independently as possible and to be active citizens, living and contributing to the diverse communities across the City. We want all Service Users to enjoy the same quality of life as everyone else. We believe that well-being is about maintaining good relationships, making a contribution to the community, learning, working and being active, as well as achieving other outcomes and goals that are individual to people. The Service User outcomes sought from this commissioning exercise are therefore broad and interconnected.

We are undertaking work to ensure that a range of quality support services are available for those in need of social care. Bristol City Council (BCC) currently commissions over 100 different providers to deliver Community Support Services to over 1,000 Service Users (approximately 19% of all social care service users) at an estimated cost of £15m per annum. This level of spend is not sustainable within the current financial climate. We therefore need to ensure value for money Community Support Services.

We also want to commission services that can adapt and change as Service Users' expectations and needs change. This requires us all to think and work differently and collaboratively to design new ways of working e.g. as a response to the Care Act 2014, BCC is working towards a "Three Tier model" of social care (set out in more detail in Appendix 2). This approach advocates the need for quality support services to prevent or delay the need for Service Users to access more intensive forms of care (such as Nursing or Residential Homes).

Executive summary

The commissioning of support in Bristol also needs to be in the context of more Service Users opting to manage their own personal budgets through direct payments. Over time, the expectation is that the number of Service Users accessing Direct Payments will rise, leading to a reduction in provision commissioned directly by the Local Authority. BCC therefore has a dual responsibility to shape a buoyant, vibrant market for social care services in the City as well as commission provision from this market.

This commissioning process for the next 5 years is a key priority for Bristol City Council and we thank you in advance for taking the time to read and respond to our initial thinking and commissioning intentions for Community Support Services.

Purpose of this Commissioning Strategy

This commissioning strategy has been prepared for a formal consultation exercise about the future of Community Support Services in Bristol. It sets out:

Overview

- An overview of how we current commission Community Support Services in Bristol

Rationale

- The case for change

Aspirations

- Aspirations for future Community Support Services

Future

- Proposals for how we plan to commission future Community Support Services

Key information

- Information about the commissioning and tender process – subject to this consultation

Purpose of the document

- We very much encourage Service Users, Carers, providers, partners and the general public to engage in this consultation exercise and to feed in their views on the information and proposals in this document.
- Please use the questions and prompts throughout the document to inform your feedback, although we would also appreciate feedback relating to matters we may not have specifically covered in this document. Please see 'Section D – Consultation' for details around how to provide feedback as part of this consultation process.
- This Commissioning Strategy is provisional and subject to change following the end of the consultation process; this consultation is critical in reshaping how these services will be commissioned in the future. This period of consultation will last for 12 weeks between October 15th 2015 and January 7th 2016. During this period, we will continuously reflect on feedback received, challenging proposals and refining detail of how community support services in Bristol should be commissioned, brokered and delivered in the future.
- Following this consultation process we will develop a commissioning plan and service specification, and will commence a competitive procurement exercise for Community Support Services in Spring 2016.

How to provide your feedback

Please see the accompanying questionnaire and/or the website for instructions on how to respond with your feedback on the consultation questions

Methodology

In commissioning Community Support services in Bristol, we have used the following methodology to date:

Current issues and context

- We have reviewed current community support services and considered key questions such as: what are the services delivering (service types); who receives them; who provides them; what is the cost and quality of provision
- We have listened to Service Users, providers and partners about what they feel needs to change and captured what works well currently
- We have reviewed Community Support Services in light of key statutory changes e.g. Care Act 2014

Drivers

- We have identified four main drivers for change: Quality; Service User Satisfaction; Service User Choice and Value for Money.

Apply best practice

- We have considered the best commissioning and procurement approach available to us
- We have considered how other Local Authorities and organisations have approached the commissioning of these services to learn lessons and apply best practice.

Collaboration

- We have worked collaboratively with Service Users, their Carers and providers to ensure their voices are heard and that this process successfully considers respective needs
- We have worked collaboratively across BCC to ensure opportunities are maximised for internal joint working
- We have worked collaboratively with other public sector organisations, such as the Clinical Commissioning Group (CCG), to ensure opportunities for joint working are maximised.

Community Support Services were last commissioned in 2008 and we now need to consider this area of work in a more strategic way.

We have listened to Service Users, Carers, providers and partners to develop this draft strategy. Ultimately we aim to deliver quality, value for money services that meet the needs of Service Users. We also need to consider the costs of Community Support Services and ensure that we optimise the money we spend supporting people to live independently. We must ensure that we deliver value for money services as a result of this commissioning exercise.

Proposed principles underpinning this commissioning process

To underpin this commissioning process, we have developed and aim to follow these principles:

1	• Right outcomes, right support, right place, right time, right cost
2	• Quality support that meet needs and agreed Service User outcomes
3	• Satisfied Service Users and their Carers
4	• Maximised use of community facilities & infrastructure (social capital)
5	• Meaningful relationships & engagement with key stakeholders
6	• Effective contract management and well-informed quality assurance
7	• Diverse market of providers
8	• Adaptable, flexible services that can meet changing needs
9	• Value for money (economic, efficient and effective services)
10	• Consistent price of support
11	• Price linked to need and agreed outcomes

Consultation Question 1

We have identified the above principles that underpin this commissioning strategy and process. Do you agree or disagree with these principles?

- Agree
- Disagree
- Further comment(s): *e.g. are there any additional principles that should be included?*

Priorities for the commissioning of Community Support Services

1

Quality

We want to commission quality Community Support Services. In order to do this, we will:

- Define the term 'quality'
- Define how quality will be measured, monitored and sustained
- Understand the contribution that Community Support Services make to the quality of people's lives

2

Service User and Carer satisfaction

- We want to commission services that meet Service Users' needs and agreed outcomes
- We want to ensure that Service Users and their Carers are satisfied with the services they receive

3

Choice of services

BCC is committed to supporting people with a personal budget to buy the social care services they want to meet their needs, as well as commission provision. We will:

- Identify current community support provision in Bristol
- Identify current and future predicted gaps in provision
- Propose the best way(s) to fill those gaps and ensure a sustainable supply of different types of support services and accommodation e.g. working with providers to diversify their offers and business models

4

Value for money

We want to commission services that are economic, efficient and effective. In order to do this, we will be clear about:

- What we mean by value for money
- Have a means to determine when a service offers value for money
- Develop a sensible pricing strategy to ensure we achieve value for money. For certain provision, this will reduce the current unit cost of provision.



Section A

Current context

Overview of Current CSS Services

Community Support Services in Bristol can be broadly categorised into four types of services:

Accommodation Based Support

- *Support received within a supported living, shared tenancy or cluster flat environment.*
- Examples of support include:
 - Personal budgeting and finances, paying bills, sending letters
 - Independent living skills, including housekeeping skills and tenancy support
 - Shopping for, planning and cooking meals
 - Enabling access to education, employment and training
 - Emotional and wellbeing support

Community Outreach

- *Support within the community or delivered in a Service User's own home, which aims to encourage greater independence, wellbeing and inclusion.*
- Example support activities:
 - Same activities as Accommodation Based Support
 - Sports activities
 - Social activities

Day Opportunities

- *Services which deliver personal, social, therapeutic, training or leisure support during the day, mainly in building based environments.*
- Example activities include:
 - Emotional and wellbeing support
 - Travel training
 - Independent living skills
 - Road safety training
 - Social skills
 - Personal budgeting and finances

Carers Sitting Service

- *Services that give carers an opportunity to take a break. The purpose of these services is to reduce the workload and pressure on full-time carers.*
- Example activities include:
 - Support at home (i.e. companionship and assistance) that would usually be provided by carer
 - Service user taken out of home environment to give carer time at home alone or to enable carer to do other activities outside of the home

Overview of Current CSS Services

Below is a summary of the Community Support Services that are currently delivered in Bristol. This has been included to illustrate the current diversity of provision, range of providers, numbers of service users and hours of care.

Accommodation Based Support



32 Current Providers
386 Service Users
11,410 Weekly Hours

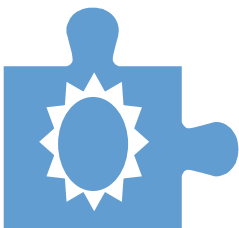
Community Outreach



39 Current Providers
361 Service Users
6,856 Weekly Hours



Day Opportunities



34 Current Providers
260 Service Users
4,686 Weekly Hours

Carers Sitting Service



13 Current Providers
43 Service Users
148 Weekly Hours

Profile of Service Users

The information below outlines the numbers of Service Users and Carers who currently access Community Support Services. This information is important for providers in order to understand the size and shape of the Community Support Services market. In advance of the tender process, BCC will communicate with providers around future demand.

Accommodation Based Support

- 386 Service Users
- 11,410 Hours per week
- 55% Learning Disabilities
- 34% Mental Health
- 8% Physical Disabilities

Community Outreach

- 361 Service Users
- 6,856 Hours per week
- 66% Learning Disabilities
- 13% Mental Health
- 16% Physical Disabilities

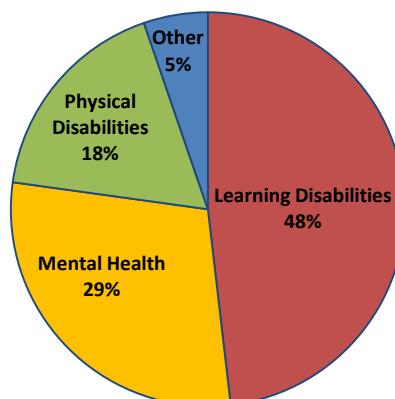
Day Services

- 260 Service Users
- 4,686 Hours per week
- 32% Learning Disabilities
- 20% Mental Health
- 45% Physical Disabilities

Carers Sitting Service

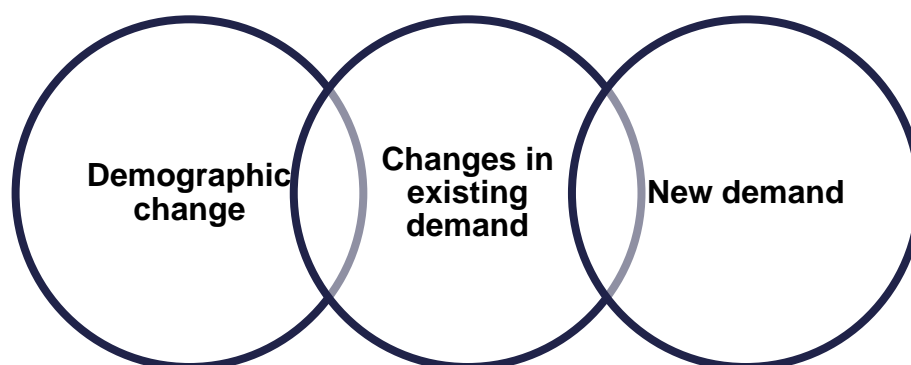
- 43 Service Users
- 73% of Carers are aged 65+

Breakdown of Service User groups (overall Community Support Services)



Future Service Users

As part of this commissioning exercise, BCC is considering likely demand projections to ensure that newly commissioned Community Support Services are 'future proofed'. We expect there to be greater demand for support services over time as a result of the following factors:



Demographic change

- If recent trends continue, the total population of Bristol is projected to increase to reach a total population of 467,000 people by 2020
- The projections suggest continuing increases in the number of children, young people in their 20s and 30s, people in their 50s and older people in their 70s
- With a growing population across all age groups, we are working on accounting for the greater demand for support services that is likely to occur. This is based on data provided through POPPI & PANSI (population estimates) and Bristol's Joint Strategic Needs Assessment (JSNA), to factor in likely increases in demand for certain services by certain service user types.

Realignment of existing demand

- Outcomes-focussed support: as a result of policy and legislative changes such as The Care Act 2014, BCC will work to a 'strengths based' approach to social care assessment and planning, promoting maximised Service User independence, where appropriate
- Step-down from more intensive forms of social care: there is likely to be an increase in service users who 'step down' from other forms of social care, which will lead to greater demand for community based support
- Direct Payments: we are accounting for the fact that some service users may switch to Direct Payments as part of this process to ensure that they can direct and achieve choice and control over provision.

New demand

- Population growth of 0-17 year olds: children and young people with social care needs transitioning into adult services
- Asylum seekers and other migration into Bristol: migration into Bristol will mean different needs presenting
- Carers: with the Care Act 2014 there is an emphasis on councils providing greater support to Carers. We believe that Carers Sitting Service provision needs to be developed within the context of broader changes to services for Carers e.g. respite care.

Service User feedback

In preparing this draft Commissioning Strategy, we have spoken to users of current Community Support Services and their carers. Feedback from Service Users and Carers has informed our thinking in terms of the proposals outlined in this strategy document.

Survey

In 2013 we undertook a survey in which 166 Community Support Services Service Users and Carers responded about their services. They outlined their satisfaction, choice and control and key priorities for their support. Information from this has been used in this process to assess Service User experience. Responses are summarised below:

Strengths of the current provision

- Overall satisfaction with Community Support Services was high, shown by an average rating of 2.7 out of 3
- The majority of respondents did feel that they had both choice and control around their support

Areas to be improved

- Helping Service Users achieve outcomes such as independent travel and employment
- Feedback mechanisms to hear Service Users views and feelings around their support and to respond to these
- Need for guarantee choice and control by creating a diverse & high-quality provider marketplace

Face to face engagement

During June and July 2015 informal engagement events were held with approximately 70 Service Users and Carers across the City which provided further insights into Service User and Carer needs. Experiences and views about current challenges and opportunities for change were captured at these events. Some key themes emerged which have informed the proposals in this strategy. The general themes from this feedback are outlined below:

Current challenges

- Some constraints in choice of provision
- Mixed levels of quality and user experience
- Travel constraints e.g. public transport for Community Support Services Service Users

Future opportunities

- Outcomes focus
- Maximising independence
- Flexibility and choice
- Employment, education and training
- Affordable, accessible transport

Provider feedback

Provider Engagement

In September 2015 we held an event for providers (over 75 different providers attended) to discuss this commissioning process, outline our initial thinking, to talk through the key pillars of the strategy, and crucially, to discuss opportunities for change. The main issues that emerged from this event from providers were:

Cost

- Whilst there was an acknowledgement of the need to save money, providers were concerned around the impact this may have on provision, especially for people with complex needs.

Communication and joint working

- Providers emphasised the need for improved relationships between Care Management, Care Brokerage, commissioners and providers.
- Providers felt the support planning process needs to be more flexible.

Service delivery

- Providers raised that there are pressures relating to increasing complexity of service user needs
- Providers shared the view that current support planning and commissioning is not outcomes focused.
- Providers felt BCC needs to better define what it means by outcomes and outcomes based commissioning.
- Providers highlighted that their capacity to respond to tendering can be an issue for them.
- Providers suggested that recruitment and retention of good quality, caring staff is often a challenge providers face.

Accommodation

- Providers felt there was no clear pathway for Service Users to enter and exit accommodation which can create 'blockages' in the system and act as a disincentive for Service Users to become more independent as a result of the lack of support and move-on.

Community

- Providers felt that BCC needs to better map and understand the market in terms of what exists/ options that are there.
- Providers argued that BCC needs to consider what support it can offer to enable providers to have the opportunity to work together in partnership .
- Providers suggested that BCC need to work across departments in order to address wider issues (such as transport).

Market Sustainability

- Providers want BCC to commit to informing providers what it needs (demand).
- Providers said BCC should be more transparent when sourcing placements.
- Providers felt that BCC needs to improve its brokerage function, making it fairer and more robust for all providers.
- Providers discussed how BCC should consider the financial impact that recent changes will have on providers (such as the living wage).

Currently identified gaps in the market

We have identified a number of gaps in our current provision of Community Support Services. We invite your feedback on these gaps; do these correspond with your experience as Service Users, carers, providers and partners?

Provision across a range of needs

- Complex needs: We need more providers to support those Service Users with complex needs, particularly with mental health, challenging behaviour and substance misuse issues
- Low level services: We need lighter touch services for Service Users with lower-level needs who need minimal support to fully access their community
- Transitions: We need providers to support young people into their first adulthood placements
- Current overdependence on residential provision in Bristol: We need to rebalance this with Community Support Services type provision

Accommodation

- Supported Living: We need providers to work with us to ensure there are different types of supported living accommodation to meet the demands of current and future Service Users. Our approach to tackling this problem is set out in Appendix 2 in relation to the BCC Accommodation Strategy.

Different types of provision

- Weekend services: We need providers to be flexible with how they work with Service Users to ensure they can meet outcomes 7 days a week.
- Different models of supported living: We need a variety of services, such as 'own front door' models of living, cluster flats, private tenancies with support
- Peer support: We need peer support between providers to co-develop and deliver provision

Consultation Question 2

Do you feel that there are any additional gaps in current provision of Community Support Services?

- Yes
- No
- Further comment(s), *please list gaps.*

Reasons for change

Given the challenges and gaps previously outlined, we have identified a number of areas we wish to change and develop as a result of this commissioning exercise. These are outlined below:

Outcomes

- Commissioning for a true outcomes focus, seeking to build Service Users' abilities and resilience, where possible

Strengths-based approach

- A new 'strengths based approach' to care assessments and planning, working towards maximised Service User independence, choice and control and step down from more intensive forms of social care, where appropriate

Aligning need and cost

- Opportunity to link the needs of Service Users, desired outcomes and the price paid for Community Support Services in a clear, transparent model

Value for money

- BCC currently commissions support at an estimated cost of £15m per annum; this level of spend is currently not sustainable within the current financial climate.

Person-centred support

- Service Users and Carers at the heart of what we all do: we need to ensure that future support is reflective and reactive to need and Service User and Carer choice

Provider base

- Providers commissioned against a clear commissioning strategy and specification, playing an active role in shaping & enabling maximised Service User outcomes

Consistency

- An opportunity for more consistent ways of commissioning support packages using fit for purpose commissioning mechanisms

Filling gaps in provision

- Addressing the gaps previously outlined in this document

Collaboration

- Providers working together in new and different ways to meet current and future needs, to draw on their strengths and identify new business opportunities

Performance management

- The definition and monitoring of quality standards and other performance measures needs to be a collaborative process informed by Service Users, Carers, providers and partners.

Other Influences On Our Proposals

In preparing this Commissioning Strategy we have considered other strategies and policies and how they link to Community Support Services. These are listed below and on our website (www.bristol.gov.uk/csscommissioning).

1	Mayoral Vision for Bristol
2	Bristol's Health and Wellbeing Strategy
3	BCC's Residential Care Home Strategy
4	BCC's Home Care Strategy
5	Bristol's Carers Strategy
6	BCC Social Care Accommodation Strategy
7	BCC's Employment and Skills Position Statement
8	Care Act 2014
9	NHS 5 Year Forward Plan
10	Bristol Clinical Commissioning Group 1-year plan for Mental Health and Learning Disabilities Commissioning



Section B

The future of Community Support Services in Bristol

What we are trying to achieve

1

Outcomes-based commissioning

In future, community support services in Bristol will be outcomes focussed rather than activity focussed. The achievement of long term, personalised Service User outcomes will be the central plank of support planning, brokerage and commissioning and will be central to the way we judge service quality. The intention is that we will encourage providers to work in an outcomes focussed way. How to achieve this is a key question for this consultation exercise.

2

Quality Community Support Services

The aim is that there will continue to be a diverse range of providers to deliver quality community support services. BCC will work with providers, Service Users and Carers to establish a quality standard for support services and will provide more meaningful and proportionate contract management and quality assurance of commissioned contracts.

3

Value for money

BCC needs to reduce its spend on Community Support Services as it is not sustainable in the current financial climate. There needs to be a more transparent and equitable pricing strategy. For some forms of support, this will mean a reduction in the unit price paid.

By better aligning need and cost, as well as simplifying definitions of packages of support, services will be commissioned at a rate proportionate with the needs and outcomes being met. The aim is that providers take on packages where they can meet Service User outcomes, delivering a quality service, at a price that is fair and sustainable.

Consultation Question 3

We want to improve the quality of services whilst also achieving value for money. How do you feel this could be best achieved?

Outcomes focussed support

Overview

Successful outcomes based commissioning can be defined by 'the achievement of good outcomes with people using evidence, local knowledge, skills and resources to best effect' (Institute of Local Government Studies, 2014)

A key focus of the future service delivery model for Community Support Services is the achievement of individual Service User outcomes that fit within overall adult social care strategic objectives. Progress towards these outcomes will be tracked through the setting of intermediate outcomes or milestones throughout the Service User journey. How this tracking and monitoring is done and shared between care managers, providers and commissioners is a key question for this consultation.

BCC has recently adopted an outcomes-based commissioning methodology for other adult social care services e.g. home care. Rather than BCC buying care and support for Service Users on a traditional input/ time approach as it currently does, an outcomes-based commissioning approach is end results focussed. This should have greater impact for the Service User at reduced cost over time because the focus is on providers working to increase Service User independence. A similar approach in Community Support Services should lead to a reduction in the amount of provider input required over time to enable a Service User to achieve their outcomes, with a focus on independence from social care services, where appropriate.

How this will work in practice

Support planning

- During the support planning stage Service Users, providers, support workers and care managers will work together to identify overall outcomes
- Upon contract award for each package of support, the successful provider will develop a detailed and person-centred set of milestones which will set out the means through which the overall outcomes will be achieved in a step by step process.

Performance management

- Performance of providers in achieving outcomes will be monitored by BCC to ensure successful delivery of what has been commissioned. For many Community Support Services, the focus will be on moving Service Users onto other services in order to maintain, or develop their independence, where appropriate.

Benefits

An outcomes focus will bring a number of benefits for Service Users, providers and BCC

Person-centred

Demonstrating the achievement of personalised outcomes is crucial in determining which provider can best deliver support to that Service User

Choice and control

This approach provides more choice to Service Users who play an active role in determining what support they need and how their support is commissioned

Adaptable

Provision in future will be flexible to changing needs, with providers expected to deliver outcomes rather than provide on a 'menu of activities/tasks'

Outcomes focussed support

The outcomes pyramid

The method through which we believe Service User outcomes should be developed and realised is shown below:

Outcomes

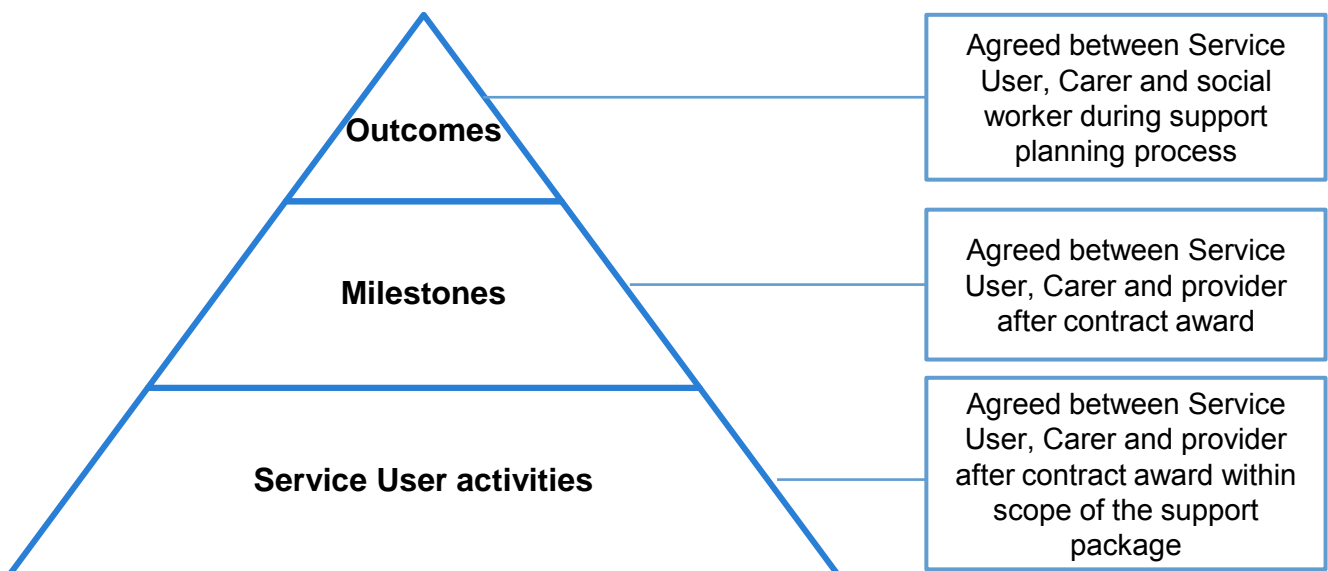
- These are the high level, long term Service User outcomes that BCC expects providers to meet. They fit an agreed, existing set of BCC adult social care outcomes and in the context of Community Support Services commissioning, social workers will work with Service Users in the support planning stage to determine how each can be tailored to the individual.

Milestones

- These are the tailored and bespoke milestones needed to achieve Service User outcomes. BCC will expect providers to set these milestones with Service Users upon contract award.

Service User activities

- In conjunction with the milestones, BCC expects providers to demonstrate the types and schedule of activities they believe will enable the achievement of the outcomes and milestones. These will be indicative to reflect that support must be flexible going forward and that success will not be defined by completion of activity, but milestones and outcomes.



Consultation Question 4

Do you agree or disagree with the principle of providers of Community Support Services having a greater role in the setting of Service User milestones and activities?

- Agree
- Disagree
- Further comment(s): *e.g. should providers be involved in a different way?*

Proposed Outcomes

In line with our commitment to working towards outcomes focussed support, we propose a number of key Service User and Carer outcomes. Service users and their carers want to (be):

1	Live daily life with dignity and feel respected
2	Have the social contact they would like
3	Have access to education, training and employment, where appropriate
4	Have access to transport to enable independent living
5	Safe and feel safe
6	Maximise wellbeing
7	Able to make their own decisions while managing risks and responsibilities
8	Enabled to become independent of the need for support services, where appropriate
9	Satisfied with the services they receive

Consultation Question 5

Service users and carers have told us that the above outcomes are important and matter to them. Are there any other service user and carer outcomes that should be added?

Quality Services

The need for quality Community Support Services is critical in this commissioning exercise. It is important that services are delivered in a caring and empathetic way, with dignity and respect. The aim is for quality Community Support Services that move people onto independence, where appropriate.

Clarity

- Its not currently clear whether all Community Support Services are of high quality, as judged by our Quality Assessment Framework (QAF) standards. (See Appendix 3)
- We tend to know when quality is poor through safeguarding concerns, complaints or the QA visits we do conduct, but there is not a systems wide overview of quality in this critical, but non-CQC regulated sector.

Quality is Everyone's Business

- We need to ensure that a range of stakeholders are involved in assessing how services are performing and judging whether outcomes are being met.
- Performance management and quality assurance needs to be proportionate, intelligent, collaborative, meaningful and responsive.
- This is an opportunity to refresh our service specifications and contracts to ensure we have quality provision. Through a tender process, BCC will contract with quality providers of Community Support Services.

Quality baseline in order to be commissioned

- BCC plans to commission providers through an open, continuous framework that providers can join throughout its life.
- In order to get onto this open framework, providers will need to demonstrate that they meet agreed quality standards as per the tender. These quality standards will be co-designed with Service Users, Carers, providers and partners.
- Once providers are on the open framework, BCC will monitor agreed quality standards in a proportionate and measured way. How this will be achieved is another key part of this consultation.

Defining quality

- We will work with Service Users, providers and partners to define what quality is, how it should be measured and how quality informs the continuous improvement of community support services.

Consultation Question 6

We believe the list below are the key measures of a quality service.

Please rank these in order of importance to you, with 1 being the most important and 5 being the least important. Feel free to add additional measures in 'other' if appropriate:

1. Consistency of service
2. Reliability of service
3. Dignity, respect and care shown by support staff
4. Person-centred support
5. Other - please state

Value for money

BCC is experiencing pressure on its budgets, as are all Local Authorities across the country. Therefore we need to maximise value for money in this commissioning exercise. Analysis tell us that we currently have:

- 1) High prices of commissioned community support services compared to other forms of adult social care
- 2) High levels of unit cost variance for 'comparable' provision
- 3) Misalignment between need and cost

In order to tackle the above challenges and commission these services more efficiently, we propose the following approach to pricing and commissioning:

Pricing

- In future, we anticipate a reduction in the unit cost of some commissioned support.
- BCC will indicate to providers the indicative price range it would be prepared to pay for a package(s) of support that will meet a service user's needs.
- The given price range may be linked to a bandings model whereby needs equate to a bracket of support input, which relates to an indicative price range.
- Price ranges will be tailored to things such as support type, complexity, outcomes, geography and the scale of expected provider input.
- Need and cost will be more accurately aligned and synchronised
- Transparency of this approach will enable providers to adapt their business models

Commissioning model

- The outcomes based approach will lead to less volume of services required over time as existing Service Users are enabled to become more independent, where appropriate.
- A mixed commissioning model will provide a flexible, versatile service which better suits the needs of all involved, including Service Users, Carers, providers and commissioners.
- The mixed commissioning model will be a combination of block and spot contracts, using an e-tendering tool to broker support in the future.
- Spot contracts: this involves BCC offering a contract for a Service Users on an individual basis by advertising, selecting and paying for a specific package of support without a pre-determined agreement with a specific provider.
- Block contracts: where BCC agrees to a set level of service provision with a provider for an agreed period, giving a guaranteed volume of business and securing capacity for services

Consultation Question 7

Do you agree or disagree that establishing a consistent unit cost will deliver improved value for money?

- Agree
- Disagree
- Further Comment(s), e.g. *how else could value for money be achieved?*

Consultation Question 8

Do you agree or disagree that working towards an outcomes focussed approach will safely reduce overall demand for support?

- Agree
- Disagree
- Further Comment(s), e.g. *how else could we safely reduce overall demand for support?*

How we propose to buy Community Support Services in future

BCC proposes to change the way that we buy support from the market in future; we would like to have a vibrant marketplace of quality providers who can deliver outcomes in a value for money way.

Tender

- Providers who intend to provide Community Support Services in future will participate in a competitive tender to join an electronic open framework.
- As part of the tender, providers will demonstrate if they meet agreed quality standards.
- By being accepted onto the framework, providers will become eligible to compete to deliver packages of support.



Framework

- All framework-listed providers will be made aware of placements electronically and will be able to see the support package requirements and price bands for that support.



Mini-tender

- If interested in providing a package, framework-listed providers will submit a response including a price which will then be evaluated according to criteria outlined as part of the mini-tender process for each contract/package.



Contract award

- The successful provider will then be awarded the package. At this point, the provider will work with the Service User to develop the key milestones and activities that will enable the achievement of Service User Outcomes.



Support delivered

- Upon the agreement of the outcomes and activities, the provider will be expected to deliver support and outcomes.

How we propose to buy Community Support Services in future

Benefits

- This approach will enable greater market communication and engagement by providing an interface to allow the Council to share information about support packages in a quicker, clearer and more secure way
- This transparency will enable providers to forward plan and develop business models to meet emerging needs
- New providers will be able to join the framework through the life of the contract which makes us able to respond to changing need and allows new providers to join the market
- The market will be able to cater for a breadth of Service User needs and specialisms
- Service Users will have greater choice and control
- Service Users will have confidence when exercising a direct payment, as they will have access to knowledge around which providers have met BCC's minimum standards.

Challenges

- This will be a new way of working for providers who may require time and support in using the new system and understanding the new approach
- Working in this way this will require innovation from all parties involved

Consultation Question 9

We feel that this approach will create a dynamic and diverse market place for the provision of CSS in Bristol. Do you agree?

- Yes
- No
- Further comment(s): *e.g. If not, how can a dynamic and diverse marketplace be achieved?*



Section C

Key information for consultation

Timeline for the commissioning process

15th October 2015 – 7 January 2016

- Consultation on this draft Community Support Services Strategy and commissioning intentions

Early 2016

- Strategy shaped and finalised and service specification developed based on consultation feedback

Early 2016

- Approval of strategy and service specification

Spring 2016

- Tender process begins

Autumn 2016

- Contract award

Autumn 2016 – Spring 2017

- Transition period
- Commencement of new contracts

Future documentation

We will carefully consider and analyse the information and feedback from this consultation exercise to help us develop our final strategy and service specification for Community Support Services.

We will produce the following documents in Spring 2016:





Appendix 1

Further detail about the future model of Community Support Services

Changing how we define Community Support Services

Overview

As has been discussed in the previous sections, high average costs and large variances between prices for equivalent services are present within the current Community Support Services marketplace. At the moment, there are the many categorisations of different Community Support Services, which each have further sub-categories. This is confusing for services users, practitioners and providers.

As part of this process, we are keen to reduce the many ways used to describe Community Support Services and change the language to enable more transparency and clarity about what Community Support Services really deliver. We would like a simpler model which offers a broader 'category' of support but enables the flexibility to tailor each package to meet need, outcomes and cost considerations.

Therefore, we are shifting to a focus on 'support' rather than specific categories that describe activities. In addition, as part of our shift towards achieving outcomes, we want to change the focus towards a person-centred approach and definitions. In this way, Community Support Services will now be categorised primarily as 'support', with the needs, outcomes and preferences/requirements of a package of support being considered ahead of the 'activity label' of what type of support is being offered.

Benefits

We will undertake an outcomes-led commissioning exercise in which outcomes replace activities as the primary factor that shapes how providers deliver support going forward. Through this, providers will be required to deliver quality support and to achieve positive outcomes for Service Users; this means that the service should best reflect need and ensure that the service coheres with the message of the Care Act.



Appendix 2

Key context

Bristol City Council Accommodation Strategy

Accommodation is a key plank in the future of Community Support Services in Bristol. It is a long term, complex issue linked to high land and accommodation prices in Bristol. There is another project linked to this commissioning exercise that is dedicated to working on increasing the supply of accommodation based support in Bristol. This commissioning exercise will not resolve this issue but it will stimulate the market to respond to the challenge.

There are identified gaps in the provision of types of accommodation based support and it is an area that requires significant cross council and partner joint working going forward.

Bristol City Council Accommodation Strategy

In November 2013 Bristol City Council and Bristol Clinical Commissioning Group published a joint accommodation strategy for people with mental health needs, learning difficulties and autism.

It's vision is for Health and Social Care Service Users to be able to live in a place of their choice and with the support that they need to live their lives. This support should be based around their needs and not attached to the accommodation they live in so that as and when their needs change they do not have to move from where they live but the support can increase or decrease as required.

BCC is currently consulting upon its Housing Strategy, as part of its proactive efforts to work with the market to develop the supply of accommodation in Bristol. We recognise that there will need to be continued collaborative efforts between providers and commissioners to ensure that Bristol's market is able to meet the challenges that are set out below.

Current challenges

- The strategy identified a number of challenges for Bristol, these included:
 - In the past Bristol has had to place a number of people in `out of area` placements as the appropriate support provision has not been available in Bristol
 - Qualitative feedback from stakeholders suggested that there was an insufficient range of accommodation choices for people.
 - Care managers struggled to find placements for people with post brain injury rehab needs, people who continue to use drugs and alcohol, autistic people, people with borderline personality disorders and people with challenging behaviours.
 - There is insufficient supported living and floating support to enable people to move out of residential care or to remain as independent as possible.
 - Bristol City Council and Bristol CCG spend a significant amount of money on accommodation for this client group – the provision is purchased on a spot basis and do not take advantage of their purchasing power.
 - Providers tell us that Bristol is not an easy City within which to develop supported housing; land and properties can be hard to find and the property market is fast paced.

Bristol City Council Accommodation Strategy

Current challenges (cont'd)

- Research completed to inform the wider Bristol Housing Strategy reported that:
 - Demand is up and there continues to be an undersupply of new homes, both for ownership and rent. There is evidence to suggest that, during the last year, house prices in cities like Bristol have been growing faster than in areas of London. This increases the challenge for the supply of housing.
 - Significant shortage of affordable housing in the city and rising homelessness
 - Significant increase in private renting (and rental costs)
 - Limited number of strategic sites within Bristol itself

Future opportunities

- The outcomes that the strategy looks to achieve are:
 - People are supported to remain independent, for as long as possible.
 - People have choice and control over how they are supported to live their lives is maximised
 - People are supported to access quality and varied services
 - To support the delivery of a financially sustainable health and social care system, the accommodation strategy action plan identified that a commissioning plan and new purchasing arrangements for accommodation and accommodation based support as currently purchased under the Community Support Service contract would be required.

Looking forward

- This document (Community Support Services strategy) sets out how we intend to change the way we buy community support services over the next few years – this is only part of the issue.
- We do need to set this in the context of the wider issues around finding housing for people with support needs. We acknowledge that a wider piece of work also needs to be done to develop the supported living accommodation market in Bristol. BCC is putting in place measures to achieve this through collaboration with providers.

Three Tier Model of Social Care in Bristol

The Three Tier Model

Health and Social Care in Bristol is moving towards a vision that is well-illustrated below by the Three Tier Model (set out below), of which Community Support Services would form a key element across all three tiers.

The model advocates the need for quality services based in the community for adults in need of social care in order to prevent or delay the need to move into residential/nursing or domiciliary care in cases whereby Community Support Services can meet their needs. The key focus of the model is minimising a dependency on social care when outcomes can be achieved in an independent or semi-independent environment through support services.

As part of this, there is an aim of providing help when it is needed, whereby short term support can be provided to enable people to regain independence; part of the vision for Community Support Services is that such services will act as a flexible, individualised platform which will offer temporary options for people on their way towards greater independence. As a result, there needs to be a greater focus on personal outcomes than currently, which need to be robustly monitored, to ensure the fulfilment of this key objective of the new vision for adult social care in Bristol.

Three Tier Model of Social Care in Bristol





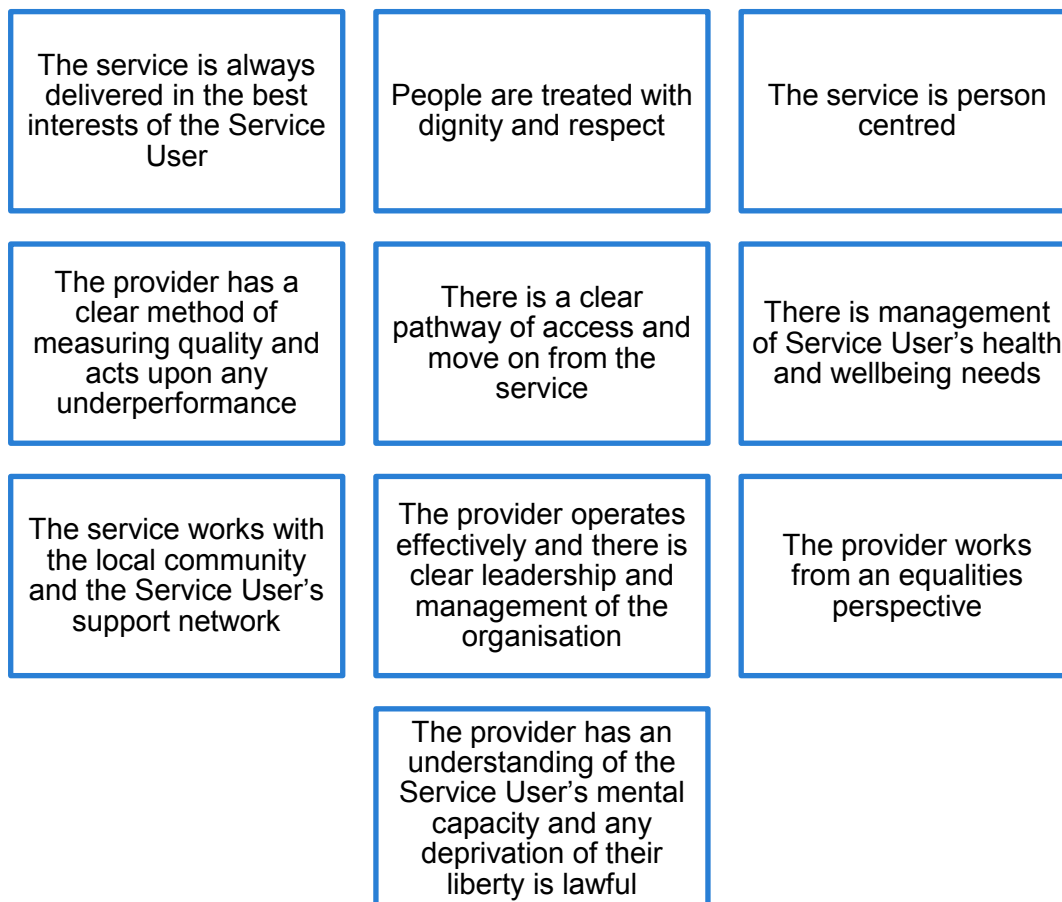
Appendix 3

Quality Assurance Framework (QAF)

Quality Assurance Framework (QAF)

This is the framework that will underpin our approach to quality assurance of CSS services. In 2013 BCC held a public consultation on the proposed future approach to quality assurance. As a result of the feedback received, we have redesigned our internal quality and contract monitoring functions and developed a Quality Assurance Framework (QAF). The QAF outlines the key quality standards we expect from services, the methods we will use to assess quality and the steps we will take when services do not meet the required standards.

All social care and support services provided by Bristol City Council will be assessed on how they deliver quality standards. Quality standards will be measured against the following service-level outcomes:



Services commissioned by BCC are underpinned by a contract and specification detailing terms and conditions, including how the service should be provided and how quality and performance will be monitored. The QAF will be the method used to monitor quality and will replace existing quality monitoring arrangements.

When a service is assessed as failing to meet standards under the QAF process, this will be considered in the context of contractual performance. Consideration will be given to whether the terms and conditions of the contract have been breached and appropriate action will be taken.

Our Plan for Community Support Services, 2016-2021



What are your views?



In this document we give you information about our five year plan for Community Support Services (CSS) - from 2016 to the year 2021.

The document introduces CSS and then explains the plans over the following three sections:

Section A - all about our services now



Section B - all about our plan for the future



Section C – gives you more information.

Introduction

We want to know your views about CSS.

What are Community Support Services (CSS)?



The services are for adults over 18 and include the services listed below



Accommodation based support – things like supported living and extra care.



Day services – such as social activities, therapeutic, training and leisure services.



Community outreach – this helps people in their own homes to be more independent in the community.



Care sitting services – services that give carers a break.

What we want to do



Make sure you have a range of good quality services to choose from.

Help you to find out who to ask and what to ask for.



Work more closely with health services and other services.

Make sure that everyone has the care they need when they need it.

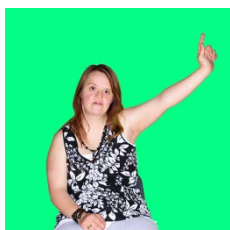


Help you do what you want to do.

How will we do this consultation?



We are asking people in Bristol about their views.



We have 9 questions for you.

Please answer the questions to let us know what you think.



We will be asking these questions for 12 weeks between 15 October 2015 and 7 January 2016.

This will give us time to listen to what you think of our plans.



We can change our plans if we hear and agree that there are better ways of doing this.



We will tell you what we have changed as a result of what you say.



Our aims

We want our support services to help you be independent, and to feel well and happy. They may help you:



Get out and meet people

Be as independent as possible



Find out about learning and work opportunities

Learn new things

How we provide services.



Services

We buy support services from over 100 different organisations.

We help over 1000 people in Bristol.



We pay £15 million pounds a year for these services.

We last looked at how we offer these services in 2008.



We have been talking to people in Bristol to put together a plan.

The plan will help us to offer good quality services and offer more for the money we spend.



The plan looks at these areas:



Making services the best quality



Meeting your needs and helping you do what you want to do

Making sure that you have a choice

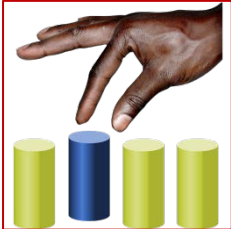


Making the most of the money we have



Information for Question 1

Our idea is that your services should deliver the following things:



The right support, in the right place, at the right time

A wider choice of services

Everyone who provides your services will work together



Good quality services that meet your needs

We will check the people who provide your services for good quality

If your needs change, we would like your services to change.



Getting the best out of everything in your community

We want you to be happy with your services



Good value for money on the service we pay for

Making sure that all services can offer similar value

The price we pay is in line with your needs.

Question 1

Do you agree or disagree with our idea above?

Agree

Disagree

Is there anything we have not included? Please write below:

Section A. Our services now

Some information about our services now and how many people use them



Accommodation based support.

Things like supported living and extra care.

32 organisations providing services.
386 people who use the services



Community outreach.

This helps people in their own homes to be more independent in the community.

39 organisations providing services.
361 people who use the services



Day services.

Such as social activities, therapeutic, training and leisure.

34 organisations providing services.
260 people who use the services



Carers' support.

This is also called the Sitting Service. This helps give carers some time off.

13 organisations providing services.
43 people who use the service.

People who use our services



The largest group of people using CSS (nearly half of all service users) have Learning Disabilities

The next biggest group is people with Mental Health needs

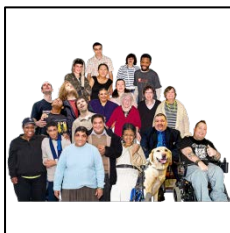


Physical and other Disabilities

The third group is people with Physical Disabilities

And a small group of people have other support needs

Future demand



The number of people living in Bristol is growing. We think there will be 467,000 people by 2020.

The biggest increases are in people aged 50 to 70 and also young people aged 20 to 30.

This means there will be more demand on our services.

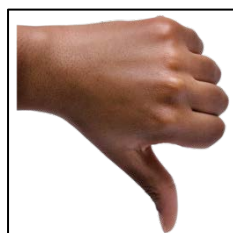
You said

In 2013 we did a survey of the people who used our services.



People were generally happy with services.

People said they had some choice and control.



People said they wanted more help with things like travel and finding a job.



People said they wanted more chances to tell us their views.
People said they wanted even more choice and control.

In summer 2015 we held events to find out your views. This is what you said:

Things that need to get better:

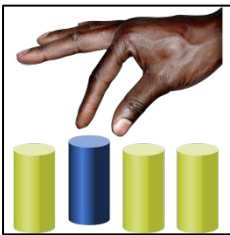


More choice needed

Better quality services

Better transport

Things the council can help with:



Helping you to meet your needs

Helping you to be as independent as possible

Giving you more flexibility and choice about your support

Help to learn and find a job

Better transport.

What did the people who provide your services say?



75 providers of your services came to an event in September 2015.
They said:

Support plans must help you to do what you want to do.



It is hard to keep good staff.

It needs to be easier for different organisations to work together.



The council needs to save money but providers do not want to lose quality of services.

Council departments need to work together better.



The council needs to give more information to the people who provide services about future plans.



The council needs to talk more to the people who provide the services.



The council needs a clearer and fairer system.

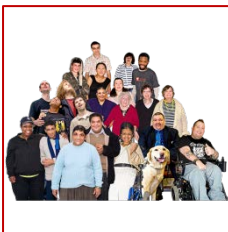
The amount of money the council pays for support must be clear for providers of services.

Information for Question 2



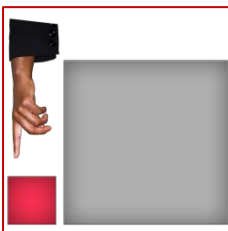
Where are the gaps in our services?

We think we have the following gaps in our services:



1. Helping people with different needs

Different services to help people with mental health, challenging behaviour and substance misuse.



Different services for people who need a small amount of help.



More help for young people who need support for the first time as an adult.



2. Supported living

Making sure there are different types of supported living homes to meet the different needs of the people who use our services.



3. Different types of services

Types of supported living: such as our council housing (social housing), flats or private housing with support.



Flexible services, seven days a week

Question 2

Do you feel there are any gaps in your services today?

Yes 

No 

If you think 'Yes', please tell us. Please write here:

What can we change in the future?

There are a number of areas we think we can change in the future.



Outcomes. Building on your strengths to achieve what you want

Balancing your needs and costs. We will be clear and open about the costs of the support you need.

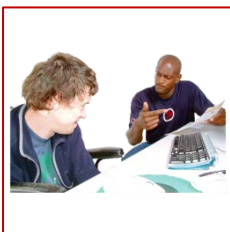


Person-centred. This means that the people who use our services will be at the heart of everything we do.



Providers. We want the people who provide our services to work to a clear plan agreed with us. This makes the most of what you want to do.

Consistency: The services we buy will all have to sign up to the same good quality standards.



Working together. The different organisations which provide our services will have to work together to make the most of what they do.



Good standards. Everybody will work together to monitor how good each service is.



Value for money: We must get good quality for the money we are paying.

What other plans will make a difference to our work?



There are at least 12 other local plans and national changes that will make a difference to our plan for support services.

Three examples of other plans are:



The Mayor's Vision for Bristol



The Strategy for Bristol's Carers



The Care Act 2014

Section B. Our plan for the future

Information for Question 3

What are we trying to achieve?



Outcomes based. In the future we want support to focus on your needs not just on an activity. The people who provide our services will have to work in this way.



Quality. We want to work closely with you and the people who provide our services. We want to have a quality standard that all services follow.



Value for money. In the future we will show clearly how much services cost. The people who provide our services will be paid on the planned outcomes of each person who uses that service.

Question 3

We want to make sure we have good quality services that are affordable.

How can we do this?

Please write below:

What does 'outcomes focussed' mean?



'Outcomes focussed' means looking at the end result. We will look at the things you want to achieve to keep you independent and feeling well.



The council will work closely together with you and with service providers, to plan what you need.

We will all work together to make a clear plan to get to the end result. The plan will be achieved step by step.



We will check how you are doing against your plan. This will be shared with our care managers and the people who provide our services.

What are the benefits?



The plan will be just for you and will focus on the results you want to achieve.

Because you help us to put together the plan, you will have more choice and control.



The plan can be flexible if your needs change in the future.



The outcomes pathway

We can achieve the outcomes by working together like this:



[A] **Activities.** The activities that will be funded after your plan has been agreed. These are set by you and the people who provide your services.



[B] **Milestones.** These are the steps in your plan to help you reach your outcomes. These are set by you and the people who provide your services.



[C] **Results.** The results you want to achieve. These are the outcomes set by you and the council.



Work together

Question 4

This is about working together to agree milestones and activities.

The council expects the people who provide your services to be more involved. We want them to work with you and the council to agree milestones and activities. Do you agree or disagree?

Agree 

Disagree 

If you think the people who provide your services should be involved differently in the future, please write below:

Information for Question 5



What results would we like you to achieve?

We have made this list of the types of things that could be in the outcomes of your plan:



To be safe and feel safe

Live life with dignity and respect



Talk to family and friends

Have access to learning and job opportunities



Make your own decisions

Have access to transport so you can be more independent



Be satisfied with the services you receive

To not always need to rely on support services.

Question 5

The list above shows some things that people who use our services told us are important.

Is there anything that is important to you but is missing from the list?

Please write below:

Information for Question 6

Quality of services



We want our services to be good quality and to give you care and respect.



Our aim is for you to move on to being as independent as possible.



We want to have a clear idea when a service is not performing properly.

We will have a quality standard for all people who provide your services.



We will all set the quality standards together with you.

We are looking at how we give contracts to the people who provide your services and quality will be at the heart of this process.



We will ask a range of different people to check the quality of your services once you have a plan in place.

Question 6

We think that the list below is important for a good quality service. Please choose what is most important to you from 1 to 5. Write number 1 next to the most important, number 2 for the next important idea and so on.

- Everyone gets the same quality of service.
- Services meet your needs at the right time and right place
- Staff show you care and respect.
- You are at the heart of any decisions
- Other – please let us know. If other things are important to you please write below:

Information for Questions 7 and 8

Value for money



Sometimes we don't get value for money when we buy your services.

These services can cost more than other care services.



Costs can vary between the people who provide your services.

The cost of a service doesn't always mean it will meet your needs.

Pricing

Your plan



We will make sure your services are cost effective and meet your needs.

Different needs



We will look at your needs. We will also look at what the people who provide your services need to do.

Everyone has different needs so your plan will not be the same as anyone else's.

Question 7

Do you agree or disagree with this statement:

Working towards an outcome you want to achieve will safely reduce demand on services.

Agree 

Disagree 

How else can we safely reduce demand for support? Please write below:

Question 8

Do you agree or disagree with this statement:

Value for money will be achieved if we pay the people who provide your services at the same rate.

Agree 

Disagree 

How else can we achieve value for money? Please write below:

Information for Question 9

How will we pay for your services in the future? Here is a list of ideas:



We want to change the way we buy your services.

The people who provide your services will have to meet your needs and provide value for money.



We want a wide range of people who will be able to provide you with good quality services.

The people who provide your services will have to apply to be on our list and must meet agreed quality standards.



They will find out about your needs through our computer system.

If they are able to provide a package of care for you, they must then tell us the cost of meeting your needs.



The successful provider will be put in touch with you.

Together you will work out the milestones and activities that will meet your needs.

We will all agree the final plan together.



This will give you more choice and control over your services. We will be able to cater for more needs.



If you use direct payments you can be sure you are using your budget on good quality services.



Question 9 asks you to think about the ideas in the list above.

Question 9

Thinking about the list above, do you agree or disagree with the following statement:

The approach listed above will give you more choice and control over your services.

Agree 

Disagree 

If you disagree, how can we give you more choice and control? Please write below:

Section C More Information

How long will it take?



15 October 2015 - 8 January 2016

12 weeks where you will be able to give us your views.

8 January 2016 – early February 2016

We will make any changes that we agree with based on what you tell us.



17 February 2016

Our final plan will be produced.

March 2016

The people who provide your services ask to join our list.



Autumn 2016

We will offer contracts to the people who provide your services.

Autumn 2016-March 2017

We will review your needs and the services that you get to be in line with our new plan.

How can I let you know my views?

You can fill it in online at:



www.bristol.gov.uk/communitysupportconsultation

Or, you can write on this document and post it back to us by Freepost. You do not need a stamp. Post to:



Freepost RTKJ-SGBZ-ULSH
Adult Commissioning (Parkview)
CSS Commissioning
Bristol City Council
PO Box 3176
Bristol
BS3 9FS



Or, you can email:

Community Support Services Enquiries

Email: csscommissioning@bristol.gov.uk

What's next?



When we have everyone's views we will produce the following documents:



You said, we did – this will pull together all of your views and what we intend to do as a result.



Community Support Services Commissioning Strategy – this is our final plan for your services and how we will buy them.



Service Specification Document – this gives more detail about the services we need.



Tender documentation – this gives more information to the people who provide your services on how they can apply to be on our list.



Thank you.

Adult Social Care Community Support Services Plan

Have your say

What are Community Support Services?

We want to know your views about Community Support Services (CSS).

These services are:

- **Accommodation based support** – things like supported living.
- **Day services** – such as social activities, training and leisure services.
- **Community outreach** – this helps people to be more independent in the community.
- **Care sitting services** – services that give carers a chance to take a break.
- They are for adults aged over 18.

What we want to do

- Make sure you have a range of good quality services to choose from.
- Make sure that everyone has the care they need when they need it.
- Help you do what you want to do.
- Work more closely with health services and other services.

Why we want you to fill in this survey

We want you to let us know what you think about our plans so that we can make sure:

That they can work well and meet people's needs, and that we can provide quality community support services for those people who need it, at the right time and in the right place.

Please read the 'Plain English CSS Consultation Commissioning Strategy' before completing this survey. To view the strategy please visit the CSS Consultation webpage www.bristol.gov.uk/csscommissioning or call 0117 922 4399 to request a paper copy.



Who are you?

1. If you are happy to let us know, are you a:

- Current CSS service user
- Carer of a current CSS service user
- Previous CSS Service User
- Carer of a previous CSS service user
- Potential CSS service user
- Potential carer of CSS service user
- Current CSS provider
- Current CSS provider employee or support worker
- Potential CSS provider
- Member of the public
- Bristol City Council Employee
- Do not wish to answer

Other (please let us know)

Our idea

We want your services to be based on the following:

- The right support, in the right place, at the right time
- Good quality services that meet your needs
- We want you to be happy with your services
- Getting the best out of everything in your community
- Our plan is for everyone who provides your services to work together
- We will check the people who provide your services for good quality
- To have a choice of services
- We would like your services to adapt if your needs change
- Good value for money on the services we pay for
- Making sure that all services offer value for money

2. Do you agree or disagree with our idea above?

Agree

Disagree

Is there anything we have not included?

Where are the gaps in our services?

We think we have the following gaps in our services:

- **Helping people with different needs**

Different services to help people with challenging behaviour.

Different services for people who need a small amount of help.

More help for young people who need support for the first time as an adult.

- **Supported living**

Making sure there are different types of supported living homes to meet the different needs of the people who use our services.

Types of supported living: such as our council housing (social housing), flats or private housing with support.

- **Different types of services**

Flexible services, seven days a week

3. Do you feel there are any other gaps in your current services?

Yes

No

If yes, please let us know what these are:

What are we trying to achieve?

- **Improved service user outcomes based**

In the future we want support to focus on your needs not just on an activity. The people who provide our services will have to work in this way.

- **Quality**

we want to work closely with you to improve quality. We want to have a quality standard that all services follow.

- **Value for money**

In the future we will show clearly how much services cost. The people who provide our services will be paid based on the delivery of outcomes of each person who uses that service.

4. We want to make sure we have good quality services without the costs going up.

How can we do this?

What does outcomes focussed mean?

Outcomes focussed means looking at the end result. We will look at the big picture and the things you want to achieve to keep you independent and feeling well.

You, the council and the people who provide our services will work closely together to plan what you need.

We will put together a plan which is broken down into smaller steps.

We will check how you are doing against your plan. This will be shared with our social workers.

What are the benefits?

- The plan will be just for you and focus on the results you want to achieve.
- Because you help us to put together the plan, you will have more choice and control.
- The plan can be flexible if your needs change in the future.

The outcomes pyramid

Outcomes: The results you want to achieve. These are set by you and the council.

Milestones: The steps in your plan to help you reach your outcomes. These are set by you and the people who provide your services.

Your activities: The activities that will be funded after your plan has been agreed. These are set by you and the people who provide your services.

5. The council expects the people who provide your services to be more involved. We want them to work with you and the council to agree milestones and activities.

Do you agree or disagree?

Agree

Disagree

Should the people who provide your services be involved differently?

What results would we like you to achieve?

We have put together a list of the types of things that could be in the outcomes of your plan.

- To be safe and feel safe
- Live life with dignity and respect
- Talk to family and friends
- Make your own decisions
- Have access to learning and job opportunities
- Have access to transport so you can be more independent
- Be satisfied with the services you receive
- To not always need to rely on support services

6. This list relates to what the people who use our services told us are important. Is there anything that is important to you that is missing from this list?

Quality of services

We want our services to be of good quality and in a way that shows care and respect to you. Our aim is for you to move on to being as independent as possible.

We want to have a clear idea when a service is not performing as it should. We will have a quality standard for all people who provide your services.

The quality standards that we set will be created with help from people who use our services, people who provide our services and partners.

We are looking at how we give contracts to the people who provide your services and quality will be at the heart of this process.

We will ask a range of different people to check the quality of your services once you have a plan in place.

7. We think that the list below is important for a good quality service. Please rank the statements below from 1-5 in order of how important you think they are, with 1 being most important.

1 2 3 4 5 Everyone gets the same quality of service.

1 2 3 4 5 Services meet your needs at the right time and right place.

1 2 3 4 5 Staff show you care and respect.

1 2 3 4 5 You are at the heart of any decisions.

1 2 3 4 5 Other

Value for money

Sometimes we don't achieve value for money when we buy your services.

- These services can be priced higher than other care services.
- Costs can vary between the people who provide your services.
- The cost of a service doesn't always mean it will meet your needs.

Pricing

- We will make sure your services are cost effective and meet your needs.
- The system will look at your needs and what we will need the people who provide your services to do.
- This will give a clear plan of how much the council will spend.

Everyone is different so your plan will not be the same as anyone else.

The contracts we give to the people who provide your services could be for short one off things or over a longer period of time.

8. Do you agree or disagree that value for money will be achieved if we pay the people who provide your services at the same/similar rate?

Agree

Disagree

How else can we achieve value for money?

9. Do you agree or disagree that working towards an outcome you want to achieve will safely reduce demand on services?

Agree

Disagree

How else can we safely reduce demand for support?

How will we pay for your services in the future?

We want to change the way we buy your services. We want a wide range of providers who will be able to provide you with good quality services. The providers who provide your services will have to meet your needs and provide value for money.

- The people who provide your services will have to apply to be on our list.
- They will have to meet agreed quality standards.
- They will find out about your needs through our computer system.
- If they are able to provide a package of care for you, they must then tell us how they will meet your needs and give us a cost.
- The successful provider will be put in touch with you.
- Together you will work out the milestones and activities that will meet your needs.
- We will all agree the final plan.

This will give you more choice and control over your services. We will be able to cater for more needs. If you use direct payments you can be sure you are using your budget on good quality services.

10. Do you agree or disagree that the approach above will give you more choice and control over your services?

Agree

Disagree

If you disagree, how can we give you more choice and control?

Equalities Monitoring

When we ask the general public for their views on our plans, we collect information about them. We do this so we can monitor who in the community has engaged in the consultation and to help us get better at engaging with those who don't.

It also helps us check that everyone in the city is accessing the services to which they are entitled to and that no-one is discriminated against unlawfully.

Information you give to us will be treated confidentially and in accordance with the Data Protection Act 1998 and only used to ensure that everyone is treated fairly.

You do not have to answer these questions and it will not make any difference to the service you receive if you do not answer them. However, by answering the questions you will help us to ensure that our services are fair and accessible to all.

11. What is your age group?

- | | | |
|--------------------------------------|--------------------------------------|--|
| <input type="checkbox"/> 15 or under | <input type="checkbox"/> 16 - 24 | <input type="checkbox"/> 25 - 49 |
| <input type="checkbox"/> 50 - 64 | <input type="checkbox"/> 75 and over | <input type="checkbox"/> Do not want to answer |

12. What is your gender?

- | | | |
|-------------------------------|---------------------------------|--|
| <input type="checkbox"/> Male | <input type="checkbox"/> Female | <input type="checkbox"/> Do not want to answer |
|-------------------------------|---------------------------------|--|

13. What is your ethnicity?

- | | |
|---|---|
| <input type="checkbox"/> White British background | <input type="checkbox"/> Other White background |
| <input type="checkbox"/> Black and minority ethnic background | <input type="checkbox"/> Do not want to answer |

14. Do you have a religion or belief?

- | | | |
|------------------------------|-----------------------------|--|
| <input type="checkbox"/> Yes | <input type="checkbox"/> No | <input type="checkbox"/> Do not want to answer |
|------------------------------|-----------------------------|--|

15. Are you disabled?

- | | | |
|------------------------------|-----------------------------|--|
| <input type="checkbox"/> Yes | <input type="checkbox"/> No | <input type="checkbox"/> Do not want to answer |
|------------------------------|-----------------------------|--|

16. What is your sexual orientation?

- | | |
|--|--|
| <input type="checkbox"/> Lesbian, Gay, Bisexual | <input type="checkbox"/> Do not want to answer |
| <input type="checkbox"/> Heterosexual (straight) | |

17. Transgender (Is your gender identity different now from when you were born)

- | | | |
|------------------------------|-----------------------------|--|
| <input type="checkbox"/> Yes | <input type="checkbox"/> No | <input type="checkbox"/> Do not want to answer |
|------------------------------|-----------------------------|--|

End of survey

Thank you for taking the time to complete this survey.

We will publish a 'You Said, We Did' document after the consultation where you will be able to see how all comments have been considered when we write our final plan

Data protection

Data you supply on this form will be held and used in accordance with the Data Protection Act 1998. It will be considered by the council as part of this consultation. Any personal information you supply on the form is confidential. The council will only publish aggregate or summary results from the consultation, which will not identify individuals. Information will be stored securely in a database and only accessed by members of the council's Consultation Team and the internal team who are responsible for this consultation. It will be stored for two years after the consultation closes and will then be deleted.

Storage of data

The information that you supply on this form is being collected using software called "Survey Monkey". Survey Monkey stores data on secure servers in the United States and comply with the European Safe Harbour standards. Survey Monkey's privacy policies and practices can be viewed at: www.surveymonkey.com/mp/policy/privacy-policy and are independently validated by TRUSTe.

Documents available in other formats:

If you would like this information in another language, Braille, audio tape, large print, easy English, BSL video or CD rom or plain text please contact: www.bristol.gov.uk/csscommissioning or call 0117 922 4399