

Effective Commissioning

The view from both sides of the fence



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- Plymouth City Council



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- Pluss

Effective Commissioning Workshop



- Dilemmas for commissioners and providers
- Best practice
- Journey in Plymouth & commissioning cycle
- Lessons learnt
- Personalisation

Role of the commissioner



- In-depth knowledge of what is being commissioned
- Evidence based and outcome focused
- Secure high quality, cost effective services
- Stimulate and support the local market
- Work closely regional and local providers

8 out of 10
Commissioners



Conference edition

The Commissioners



- Question to the commissioners
- With all the current investment - why aren't we seeing the increase needed in employment for people with learning disabilities?

The Commissioners



What would commissioners say?

- 1 Not enough investment in front line delivery 50%
- 2 Focus on quick wins & cherry picking 30%
- 3 People with learning disabilities seen as too difficult to place 20%

High levels of unemployment



- 6.4% of people with learning disabilities known to social services are employed compared to:
- 78% general and 46% disabled population
- People have can have multiple impairments
- Understanding, memory, language

Challenges in getting and keeping a job



- **Difficulties in:**
 - Understanding verbal instruction
 - Transferring skills from training environment into workplace
- **Need for support to:**
 - Manage variety of changes in workplace

Supported Employment providers



- What are the most unrealistic expectations from commissioners?

Supported Employment providers



- Providers – to answer
- Commissioners don't understand true cost 49%
- Focus on targets other than paid jobs 35%
- Efficiency savings with no effect on service 6%
- Employment is a substitute for day service 5%
- Don't take into consideration employers needs 5%

Commissioners is this right?

Supported Employment providers



- What do you think really works for people with a learning disability in finding jobs?

Supported Employment providers



- Providers – to answer
- Dedicated support manageable caseloads 49%
- Individualised job matching & support 35%
- Detailed & person centred VP 11%
- Effective marketing 5%
- Access to timely better off calcs 5%

Commissioners is this right?

What works in finding jobs



- **People with severe learning disabilities**
- Greater use of support to find and plan
- Extended vocational profiling & discovery
- Job tryouts to aid decision making
- CV and support planning
- Specific job finding & matching
- Employer presentation and negotiation
- Interview and induction adapted

Best practice – *S Beyer and C Robinson*

What works in finding jobs



- **People with mild learning disabilities**
- Greater independent action
- Use of generic help to identify strengths, experience
- Use of generic sources for vacancies
- Use of job clubs and courses
- Use of mainstream job application, interviewing and induction process

Issues that are influencing commissioning



- Engaging young people in transition – services being “youth friendly”
- The funding of supported employment
- Impact of WCA
- Value of volunteering and training for work outside of the job market
- What role do we have in the:
- Development of social enterprises
- Increasing self employment
- Impact of personalisation

Outcome focus for effective commissioning



- **Adult social care**
- **1E** proportion of adults with learning disabilities in paid employment
- Benefits of employment
- **2011/12 placeholder outcome**
- The proportion of working age adults in contact with social care who are in paid employment

Plymouth's supported employment experience



- **Historical context**
- Unitary authority
- From early 1990's – 2001 range of local authority provision developed
- 5 work experience and training units
- Placement service
- 2001 – all learning disability employment services transferred over to Plymouth Industrial Services (part of PCC)

Commissioning supported employment – the Plymouth experience



- 2004 – Plymouth Industrial Services moved to Pluss (not for profit company now owned by PCC, Devon, Torbay and Somerset CC)

How was it for Plymouth?

Sad to see colleagues go but good to see positive outcomes and changes in services across the board.

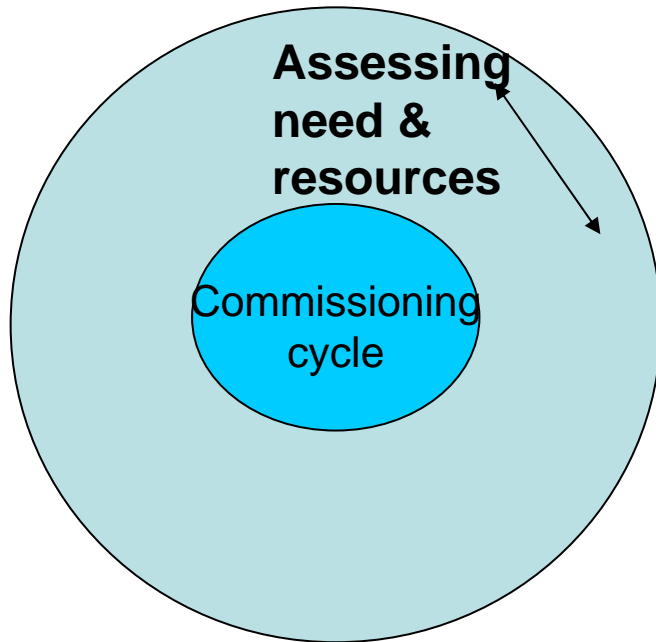
People with learning disabilities were able to benefit from more flexible funding opportunities.

How was it for Pluss

Ability to make changes & develop services with commercially appropriate timescale

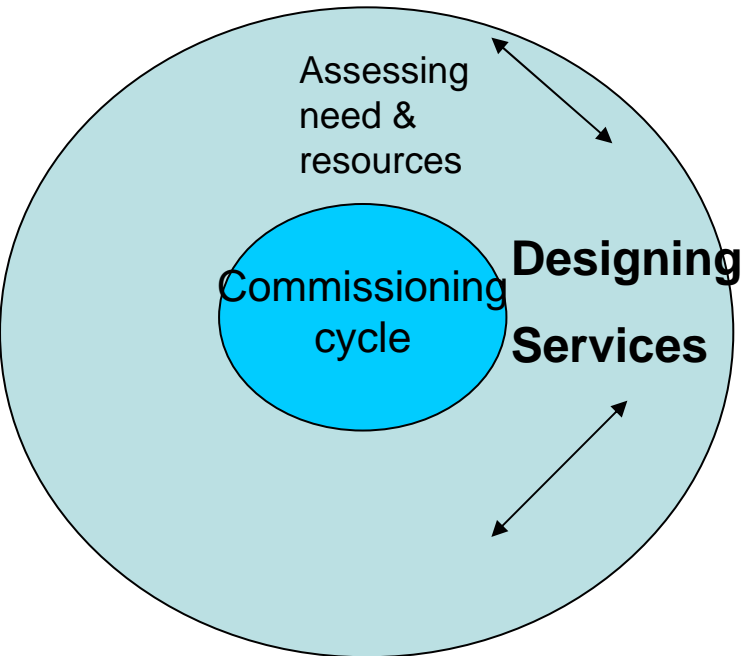
Staff team benefited from injection of commercial expertise

Commissioning the new service



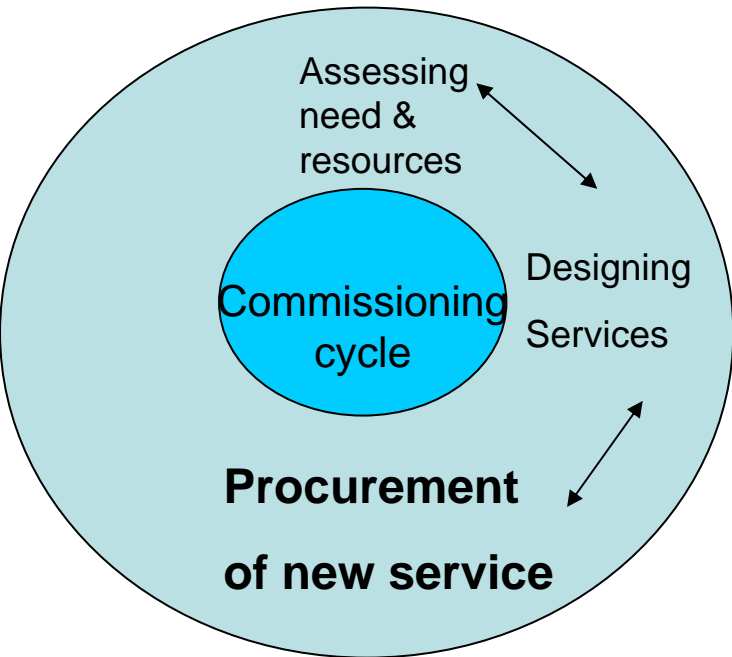
- **Assessing need**
- After transfer to Pluss
- Initial cross Devon contract
- Analysis of performance
- Initial consultation
- Resource considerations

Designing the new service



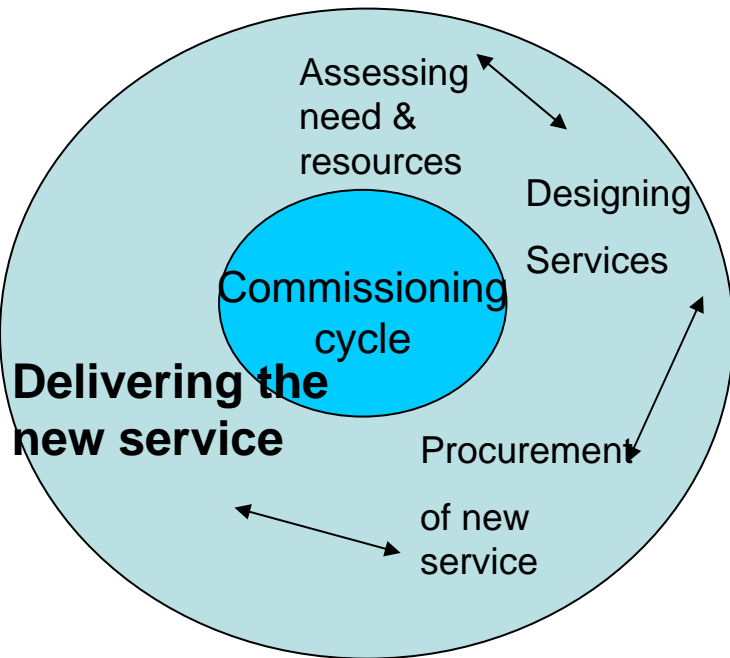
- Review of all service provision
- Closure of 2 units
- Support & communication process
- Withdrawal from contracts & impact on provider
- Block contract but consideration of personal budgets for the future
- Clear measurable targets for paid employment

Procurement of the new service



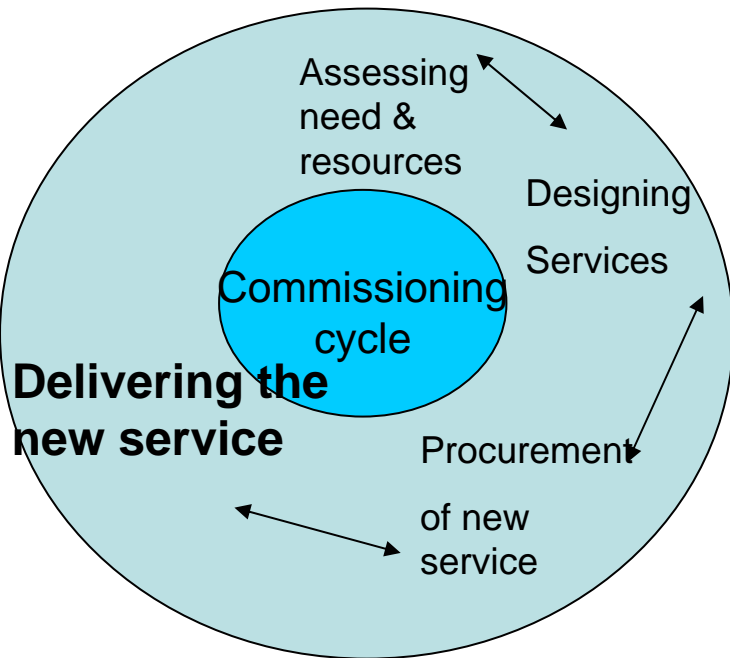
- Re-prioritisation of resources
- Development of new specification to include setting up of new employment bureau
- Investment into Project Search site
- Support for young people in transition
- Customised employment
- Employment liaison

Delivering the new service



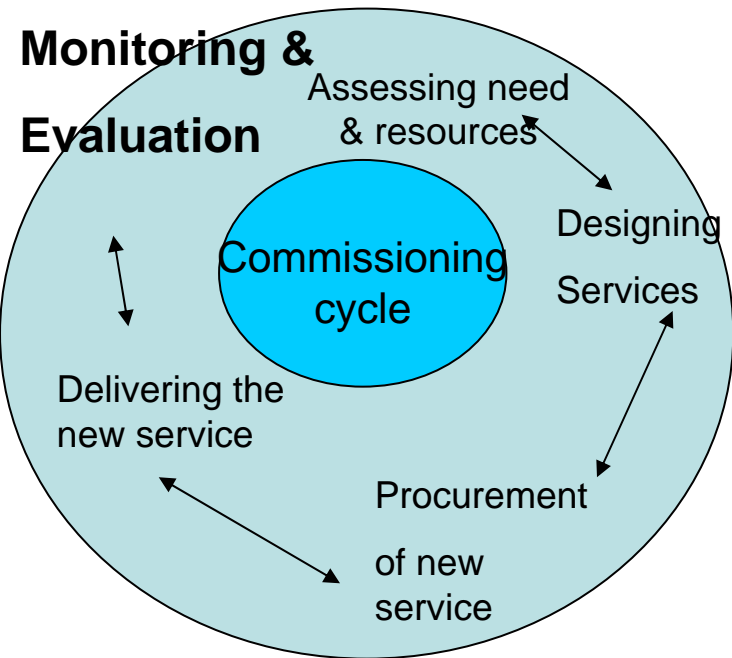
- Rolled out 1st April 09
- Phased introduction of new projects - employment bureau first to be rolled out
- Employment opportunities and work based activity sections

Delivering the new service



- Service delivered to over 200 people
- 42 Paid jobs
- Project Search
- ESF Future Clean project/New Horizons
- Customised employment
- Employment liaison
- Time limited service – 2 years

Monitoring & evaluation



- Regular dialogue through contract monitoring
- Emphasis on paid jobs
- Links to implementation of PCC employment plan for people with learning disabilities
- Implementation of personalisation for people in Plymouth
- Impact of Project Search and other initiatives

Lessons learnt



- Managing change – consistency works
- Changing cultures can take time
- Ability to draw down short term funding to support innovation
- Flexible methods of contracting are needed to respond to market
- Continually challenge how resources are being deployed

Plans for the future



- Re-focus service design to be aligned to supported employment model
- Reduce focus on volunteering and counting numbers of work placements
- Grow TSI and job coach market
- Introduce effective distance travelled model to measure outcomes for employment
- Fully assess the performance on the block contract

Putting People First in Plymouth



- April 2010 project started to transform Adult Social Care
- New operating system to deliver
- Choice and control – self directed support
- Single point of contact for ASC
- Jan 2011 – new team to test out the new operating system

Putting People First in Plymouth



- All staff transferred and operating new system April 2012
- Challenge for commissioning to implement personalisation within an historic block contract
- Analysis of supported employment key functions and use of best practice
- Viability of future personalised models
- Emerging best practice within the field