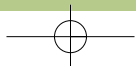
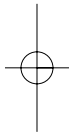
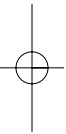
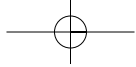


# Contents

1.	Introduction	3
2.	Map of Lincolnshire	4
3.	The National Agenda for Older People	5
4.	Lincolnshire County Council	8
5.	Lincolnshire Social Services	10
6.	Older People – the Context	13
7.	Financial Overview	14
8.	Performance Information	15
9.	Market Management Strategy	17
10.	The Next Year	21
11.	Lincolnshire NHS	26
12.	Contacts	27



## 1. Introduction

I am very pleased to introduce Lincolnshire Social Services first countywide commissioning plan for older people's services.

The plan has been produced following consultation with key stakeholders and I hope it will assist providers and other individuals and groups who have an interest in services for older people.

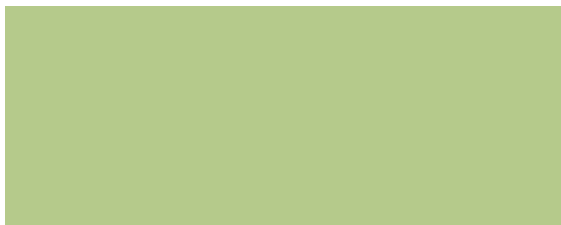
The plan provides detail about the services that are delivered through Social Services and those which will be commissioned through the private and voluntary sector. Detailed purchasing intentions for the financial year 2002/03 are provided together with an outline of the overall strategic direction for older people's services, including areas for development over the next three years. Detailed purchasing intentions will be produced on an annual basis.

Services for older people are a significant policy area both for central and local government and older people are a growing sector within Lincolnshire. It is essential that Social Services work effectively with partner agencies in the health, private and voluntary sector to meet the needs of older people, both now and in the future. This plan, which links to other supporting strategies and policies, will form part of Social Services annual planning process to meet needs in an ever changing and increasingly challenging environment.

I hope that you find the plan both interesting and helpful. If you have any comments on either the content or format of the plan please write to: -

Sharon Cuff  
Strategic Commissioning Manager  
Social Services Directorate  
Orchard House  
Orchard Street  
Lincoln  
LN1 1BA

**Jean Lammie**  
**Head of Strategic Modernisation**  
**Older People's Services**



## 2. The National Agenda for Older People and its delivery in Lincolnshire

The National Service Framework for Older People (NSF) was established in March 2001 setting the standards and service models for older people. The NSF, together with the NHS Plan (July 2000) and the Modernising Health and Social Services Programme (1999-2000), set the scene for addressing inequality, whilst improving the quality and convenience of services.

Most people will need support to continue full and independent lives, as they get older. Sometimes this will include support from Social Services. Each individual will have different needs. Some older people will need help that complements the care that they receive from family and friends. Many will also need health care to remain as fit and active as possible. Hence, social care services need to be integrated with other services in a way that responds to the older person rather than the older person having to fit around fragmented services.

Service users and carers value personalised care that reflects individual needs and circumstances, and enabling them to live their lives as they want to. Services that help people to stay as independent as possible for as long as possible are best fitted to meeting these aspirations. The Social Services Inspectorate Review of Older People's Services in Lincolnshire (July 2001), found that types of new or expanded prevention and rehabilitation services – and services users satisfaction with them – were tangible results of the Health and Social Care Community in Lincolnshire responding to the new National Agenda for improving older people's services.

The Best Value Review; Helping Older People to Live More Independently (HOPLMI) 1999-2002, has enabled us to focus on services which promote independence whilst focussing on needs led care management. This is reflected in the NSF for Older People and the introduction of the Single Assessment Process (SAP), which will cover health and social care needs without the need for multiple assessments. We need to ensure that there is a dialogue with older people and carers at all levels:

- One to one planning of care
- Finding out about experience of services
- Planning and evaluation of services

The formation of Older People's Forums in Lincolnshire is taking this agenda forward.

We need to improve in Lincolnshire in the creation of culturally responsive services for older people from minority ethnic groups.

In residential and nursing home care one of the biggest challenges is about promoting independence through fostering a resident-led culture; whilst the change of focus of domiciliary care to an enabling style rather than a 'doing to' style is key in promoting independent living for older people.

In order to provide good, accurate information about services we have reviewed and updated the

information for older people in Lincolnshire in accordance with the new Government guidance; Fair Access to Care. Fair Access to Care sets out principles for Social Services to follow in applying eligibility criteria for adult social care services. The guidance works within four bands: critical, substantial, moderate and low. Assessors, when making decisions, need to look not only at immediate and short-term consequences of not providing services but also at the longer term.

This emphasises the move towards a more preventative approach to assessments, eligibility and provision. This is in line with the NSF for Older People and the promotion of high quality care and treatment regardless of age with older people treated as individuals, with respect and dignity.

The foundation for improving social care services for older people, whilst securing the best outcomes for users and carers, is the commitment of the Lincolnshire Health and Social Care Community to work in partnership. Much progress has already been made in creating the right management infrastructure for modernisation. This infrastructure for modernisation is about being a needs-led commissioning organisation using management and financial information systems to monitor, control and prioritise expenditure. The joint post of Head of Strategic Modernisation for Older People, held by Jean Lammie, will co-ordinate the agenda for change and improvement on behalf of the health and social care community in Lincolnshire. The Modernisation Team for Older People (as the Local Implementation Team for the NSF) has developed effective working between partner agencies, including the voluntary and private sectors, to provide the multi-agency infrastructure.

The locally agreed 'six challenges' outlined in the Joint Investment Plan 2001 form the basis of the delivery of the Older People's Agenda:

- Developing across our organisation a single vision and set of values, as the foundation for better services for older people.
- Organising our planning and delivery of services around the needs, aspirations and rights of older people rather than our individual disciplines or organisations.
- Putting in place similar, common and joint assessment procedures and joint care pathways.
- Evaluating services available as the basis for putting in place a more consistent and better understood range of services across the county.
- Releasing scarce and specialised staff skills and time by tackling bureaucracy and processes.
- Creating more opportunities for older people and staff to shape their services for the future.

Other key policy documents, which are shaping the provision of services for older people include:-

- Better Services for Vulnerable People EL(97)62/C1(197)24
- Maintaining the Momentum (follow up paper to the above)
- White Paper, the New NHS, Modern Dependable
- National Bed Inquiry
- White Paper, A First Class Service – Quality in the New NHS
- White Paper – Modernising Social Services – Promoting Independence, Improving Protection, Raising Standards

- Modernising Health and Social Services 99/2002,.HSC(09)159/LAC(98)22
- National Priority Guidance
- HSC 1998/220, Standards of NHS Hospital Care for Older People which accompanied HA52000 report "Not Because they are Old" – An independent inquiry into the care of older people on acute wards in general hospitals
- Forget Me Not – Mental Health Services for Older People, Audit Commission, Jan 2000
- The NHS Plan.

### 3. Lincolnshire County Council

Lincolnshire is a County Council committed to continuous improvement in service delivery.

The top priority is to provide better, more convenient, more cost effective services that the people of Lincolnshire can be proud of. Service excellence is the common goal.

#### **Core principles and priorities**

The Council's innovative approach is based on four core principles:

- be more responsive to the community we serve
- the sound management of money
- be more businesslike in what we do
- develop the County Council as an organisation

Lincolnshire builds on strong partnerships to make local communities safer, healthier and more prosperous.

This is evident in the five essential service areas – education, social services, highways, community safety and cultural services.

The County Council's main priorities are to:

- campaign for investment in roads and transport
- build a network of strong, self-sufficient rural communities
- secure safer, more confident communities
- aim for excellence in education
- work with others to provide better services to the public
- manage resources in a business-like way

#### **Elected Members**

Lincolnshire's County Councillors play an important role in ensuring services are meeting the public's expectations.

Public services must be scrutinised and monitored by elected members to help drive up standards and improve performance.

A Conservative majority controls Lincolnshire.

## The County

Lincolnshire is a large rural county with a population of approximately 640,000 and is the ninth fastest growing county in England. The population is mainly centred on the historic city of Lincoln and the ancient towns of Grantham, Spalding, Stamford, Boston and Gainsborough.

Lincolnshire's rural nature, scattered pockets of isolated communities and large population of older people can create unique challenges that the County Council is working hard to overcome.

There is also much work underway to attract new firms, investment and job opportunities for people throughout the county.

## Performance and budget plan

Lincolnshire County Council has set out an ambitious improvement strategy in its Performance and Budget Plan 2000-1 to 2002-3.

This includes a number of specific targets and objectives that will positively impact on service delivery.

The raft of improvements include pledges to:

- be more open about what we do and how we perform
- consult local people on a regular basis
- restrict Council Tax rises
- invest in services people need
- develop facilities that improve access for the public
- spend prudently – based on what we can afford
- keep rates of borrowing low
- maintain reasonable level of reserves
- maximise external funding opportunities
- develop clear performance targets, track progress and benchmark with 'best in class' organisations
- integrate service and financial planning and invest to improve
- work in partnership to get the best services from the public/private and voluntary sectors
- break down barriers between services and operate as one organisation
- maximise assets and make best use of new technology
- cut out waste, bureaucracy and make processes more efficient

The strategy is backed up with robust spending plans and a comprehensive Best Value review programme to ensure better quality at reduced cost.

## 4. Lincolnshire Social Services

### Visions, values and objectives

Lincolnshire Social Services is driven by six key objectives that meet the County Council's corporate priorities.

These are: improving practice standards; involving users and carers; managing for Best Value; working in partnership; sustaining a defined organisation culture; and enhancing public image and reputation.

Matt Bukowski, Director of Lincolnshire Social Services, describes his vision of a service that:

- informs the public about its rights and entitlements
- makes its services easy to use
- always tries to get it right first time
- admits its mistakes and puts them right
- knows what services cost and how well they perform
- respects the value of management but does not spend more on it than it has to
- achieves greater efficiency through new technology
- listens to service users at the same time as being confident on its own expertise

Lincolnshire Social Services is now at a stage of development to turn this vision into reality.

The work continues to build on current achievements and deliver services of a consistently high quality across the whole county.

### Partnerships

Lincolnshire Social Services is dedicated to working in partnership with public, voluntary and private organisations.

In particular, partnerships with the NHS are of increasing importance as budgets are pooled to create integrated services.

The relationship with service users has also changed as the emphasis moves from providing traditional services for people to meeting their needs in partnership with them.

This means fewer institutional services and more flexible care packages in people's own homes and communities.

## Key Facts and Figures

- we provide home care for 5,000 people each week, helping them to stay at home
- we purchase services from approximately 400 providers of domiciliary, nursing and residential care
- we provide meals to 2500 people in the community, helping them to stay at home
- we support over 3500 older people in long stay care
- we dealt with 33,539 referrals for older people last year

## Best Value

Lincolnshire Social Services is committed to improving services through Best Value. A two- year Best Value Review, Helping Older People to Live More Independently, was completed in early 2002. Key findings of the review and a summary of the key recommendations are:-

## Key Findings

- Lincolnshire County Council spends per capita 14 per cent - £7.6m – lower than average for English shires for services to older people.
- By comparison with neighbouring authorities, Lincolnshire has significantly less assessment and care management staff – a difference of 80 whole time equivalent staff.
- There is a need to develop and reconfigure the current home care service to extend home care services to meet the requirements of the national policy objectives and local demography. The independent sector will need to be strengthened to achieve the growth required.
- Where there is support from the local Primary Care Group/Primary Care Trust and the service can be integrated with the NHS, the existing County Council homes should provide rehabilitation and intermediate care services.
- That the independent sector will need to be enabled to prepare to contribute to the development of intermediate care services.
- Lincolnshire County Council's market management strategy to date has failed to adequately stimulate the development of alternatives to institutional care.

## Summary of Key Recommendations

**Needs Led Assessment** - To increase the number of assessment staff to carry out unitary assessments and regular reviews.

**Help at Home** - Home care services need to be reconfigured to improve availability and access. This



will result in higher quality, more reliable home care services through increased ability to recruit and retain suitable carers. Better geographical coverage will also result in greater equity across Lincolnshire through improved contracting arrangements.

**Rehabilitation and Intermediate Care** - In the short term (2-3 years) the service should continue to be developed within the eight retained homes on a joint agency basis. This acknowledged current lack of experience and capacity within the independent sector and the lack of qualitative and quantitative information to inform longer-term strategy. This will safeguard the availability of intermediate care services in the short term. This, in turn, will necessitate the development of a countywide service standard, service model and service specification.

**Market Management** - To define core market management principles, publish a written commissioning plan, supported by agreed budgets and with a range of different contract types with streamlined payment processes to secure the appropriate range and quantity of services. This, in turn, will result in an increase of volume and block contracts for both long term care and community based services.

## 5. Older People – The Context

The provision of social care services to older people represents the single largest area of expenditure activity for Lincolnshire Social Services, both in terms of expenditure and in terms of the numbers of people receiving services.

### Population

Lincolnshire has a population of approximately 640,000, 19% of whom are over 65.

8.1% of the population are over 75 which is the same as the average percentage for this group for all English Counties.

**Table 1: Older People resident in Lincolnshire (based on latest available estimates)**

	Aged 65-74	Aged 75-85	Aged 85+	Area Total
East	30836	19177	6391	56404
South West	15439	10081	3350	28870
West	19392	12837	4012	36241
County Total	65667	42095	13753	121515

### Demography

There has been a long term upward trend in the number of people aged 65 and over as life expectancy has improved considerably. Since 1931 the number of older people nationally has doubled and the overall trend established is set to continue until 2030. By 2050 the biggest relative increase in older people is expected in the number of those aged 85 and over – “the oldest old”. They will be three times more numerous in 2050 than now.

Lincolnshire is the ninth fastest growing county in the UK and the fastest in the East Midlands area. This is because more people are coming to Lincolnshire than leaving. However, over half the people coming in are over 50, whereas most people leaving are younger. The overall population of the county is forecast to grow from its current level of 640,000, 19% of whom are 65 plus to 680,400 by 2011, 21% of whom will be aged 65 plus.

The population of older people (over 65's) in Lincolnshire is growing at approximately 1.5% per year. The total number of people aged 65 plus is predicted to grow to nearly 150,000 by 2011. In some areas of the county, particularly along the popular retirement area of the East coast, the elderly population makes up over 25% of the total population, which is 7% higher than the national average.

With continuing improvements in the health and social care of older people, life expectancy is also increasing year on year. Currently, the average life expectancy is 75 years for males and 80 years for females in the county. Lincolnshire therefore has a heightened issue of, not only people living for longer, but also the high migration pattern of older people to the county. This has serious implications in terms of pressure on service provision for Social Services, the NHS and central government funding to cope with the increased numbers of people requiring services, availability of state pensions and providing access to facilities.



## 6. Financial Overview

Lincolnshire Social Services total gross budget for 2002/03 is £211 million. After adding back income from government grants, NHS pooled budget payments and service user contributions, the net budget stands at £106 million.

Gross budget expenditure on services to older people in 2002/03 will be in the order of £101 million (£47 million net budget) that represents 48% of total social service expenditure.

Lincolnshire County Council spends per capita 14% lower than average on older people for English shires and is approximately £18 million below the Standard Spending Assessment (Central Government funding formula for local government) in relation to services to older people. The funding available for Older People's services in Lincolnshire in 2001/02 was £380 per capita over 65 years compared to the average for English Councils of £452.

Lincolnshire Social Services faces a number of challenges in providing services to older people in the years ahead as a result of public expenditure constraints, expectations of higher standards of care, changing patterns of care, demography and its lower than average spend on services to older people.

A breakdown of the budget for older people's services is given in the three Area Plans for Older People, available as appendices to this report.

## 7. Performance Information

### Key performance indicators

Key performance indicators measure how well Lincolnshire Social Services is performing compared to local and national targets.

The following information which relates to key targets for older people is based on data as at 31 December 2001:

- The total number of older people supported by Lincolnshire County Council in personal and nursing care homes continues, albeit slowly, to decrease in line with strategy
- The rate of new admissions to personal and nursing care home continues to fall. It is now the lowest so far this year and remains within the DoH Best Practice Band (BPB)
- The rate of households receiving intensive home care remains very low and the rate of older people helped to live at home has now fallen below the BPB

### SSI Report on the Inspection of Social Care Services for Older People

The Social Services Inspectorate (SSI) is a government body attached to the Department of Health. Part of their remit is to provide advice to Ministers and various departments on matters relating to social services and to monitor the implementation of government policy. They also assist local government, voluntary organisations and private agencies in the planning and delivery of effective and efficient social care services; this usually takes the form of inspecting and evaluating the quality of services provided to users and carers.


In August 2001 the SSI undertook an inspection of social care services for older people provided by Lincolnshire County Council.

### Principal Findings

Overall the inspection team concluded that current services meet the needs of some older people well and that the prospects for further improvement and development of services looked promising.

Lincolnshire's proactive approach to the national agenda for older people focusing services on "Promoting Independence" was praised. In particular the development of Rehabilitation and Intermediate Care Services in partnership with Health colleagues was described as innovative and creative, with evidence of good outcomes for users of these services. A number of other examples of good services and innovation were also commended including:

- Assessment practice in area teams
- The reduction in reliance on long stay residential and nursing home care

- 
- The proposals to further promote integration and partnership working between Health and Social Care
  - The reductions achieved in the numbers of older people subject to a delayed discharge from hospital.
  - The new public information strategy
  - Work in partnership with District Councils to explore the possible benefits of new technology for older people in the community

However, there were also a number of service improvements and developments recommended. Some relate to the introduction or revision of policies and procedures, others relate to practice and consistency across the county. The following issues were important:

- The need to introduce and publish eligibility criteria for services
- The need to improve the number and timeliness of assessments and reviews carried out, to ensure services achieve the desired outcomes for users
- The need to ensure equity and consistent service standards
- The need to continue to work at developing the range of partnerships important to older people and ensure partners contribute to the work on commissioning and contracting of services
- Ensuring the needs of older people are identified and included in planning processes, including the needs of minority ethnic communities
- Ensure robust quality assurance systems are in place and feedback from users and carers drives service improvements
- To ensure that all staff and partners have a clear understanding, set out in a concise document, of the strategy for Older People's Services

The report noted that Lincolnshire's population of older people in the age group 65-74 stands well above the national average. It also noted the funding available for Older People's Service in Lincolnshire is £380 per capita over 65 years compared to the average for English Councils of £452.

An Action Plan for improvement has now been agreed with the SSI and the implementation of this will be monitored through the Directorate's Management Team and the SSI.

## 8. Market Management Strategy

The Council's market management strategy seeks to continue and extend its purchasing influence in ways that stimulate and support providers to invest in services and increase standards, in line with our strategic priorities.

A key part of the Helping Older People to Live More Independently best value review was to consider the strategic role of Social Services in supporting and developing a strong social care market to secure continuity of services in the longer term.

The review resulted in a number of recommendations to improve the way in which Social Services commission service, which will be implemented during 2002 and beyond.

### ***The Lincolnshire Social Care Market***

The breadth of social care providers in Lincolnshire is diverse, ranging from sole traders through to nationally quoted companies and a mix of voluntary and private sector provision.

In the long stay sector many homes are of old build and are primarily of single ownership or owned independently by small to medium sized locally owned businesses. This has implications in relation to the ability of the sector to respond to the requirements of the Care Standards Act 2000, as smaller businesses generally have more difficulty servicing finance to meet capital requirements.

The long stay in Lincolnshire has been in gradual decline in recent years, in line with national trends. Vacancy levels which until a year ago were generally quite high are now as low as 1% in some parts of the South West of the county, although there are still relatively high vacancy levels in other parts of the county including Gainsborough and Skegness.

The home care sector in Lincolnshire is both dynamic and complex with a diverse range of providers. The independent sector currently provides around 60% of all home care funded by Social Services, with the remaining 40% being provided through the in-house service.

The independent home care sector has largely remained static over the last year despite increased demand. New ways of contracting are being piloted to support both growth of existing providers and diversification from the long stay sector. Of the five largest providers operating in the county, two are Lincolnshire businesses who have diversified from residential care.

The social care sector within Lincolnshire and nationally has undergone a period of significant change, most notably the Care Standards Act 2000 and changes in employment legislation. These changes pose significant challenges both for the sector which is acknowledged to be in a fragile state and for Social Services in its role as a commissioner of services.



## ***Market Management Principles***

During 2001, as part of the HOPLM best value review work, Social Services worked with a number of providers to draw up the following core market management principles. These principles will underpin the way in which Social Services commission services and work with the independent sector. The principles will also form the foundation for further work which will be undertaken in 2002/03, in partnership with the independent sector, to draw up a more detailed agreement. This will set out a framework to guide the relationship between statutory and non-statutory sectors and may include the development of codes of good practice, identifying shared values and making a positive impact on working relationships between the sectors.

## ***Lincolnshire Social Services Market Management Principles***

- We will support the involvement of Service Users and their carers in the commissioning process and in making informed choices about the services that they receive.
- We will make the most effective use of public money and aim to achieve the best possible outcomes for Service Users.
- We will seek to develop a partnership approach which recognises the needs of all parties.
- We will welcome feedback from providers through consultation forums and other mechanisms and will use this feedback to inform our commissioning arrangements.
- We will respect the contribution that providers through consultation forums and other
- We will set clear standards for all services, monitor providers against these and provide open and honest feedback to continually improve quality of services.
- We will ensure that the arrangements for letting contracts are fair, transparent, accessible and easily understood.
- We will maintain contractual arrangements which have the capacity to change and adapt to reflect the changing needs of our Service Users and the social care market.
- We will respond to the information needs of providers and publish clear information on our purchasing intentions, underpinned by agreed budgets and on our contracting requirements and service standards.

## ***Developing and Supporting the Social Care Market***

### **◆ Support for Training**

The government has set challenging training measures including the requirement for 50% of all care staff in residential care to have achieved NVQ level 2 (*or equivalent*) by 2005. In response to this Social Services have established, in partnership with the East Primary Care Trust and European funding support, an Independent Sector Training Project. The project will support social care

providers in meeting these targets by providing no cost training in induction and NVQ levels 2, 3 and 4. The project will also support good employment practice based upon the principles enshrined within the Investors in People award.

#### ◆ **Improved Payment Processes and Economic Contract Prices**

As part of our commitment to improving contracting processes, automated payments for residential services have been introduced which has resulted in faster payments and improved cash flow for providers. Further work will be undertaken to develop improved payment arrangements for community based services including replacing the current burdensome requirement placed on home care providers to collect stamp payments.

Lincolnshire County Council recognises the importance of contract rates which are economically viable and which allow providers to invest in their business to raise standards and meet the requirements of the Care Standards Act 2000 over time. The Council commissioned a review of elderly residential and nursing home costs in 2001 through its external auditors KPMG which indicates that rates will need to rise in real terms over time and these findings will be considered as part of future price increases.

#### ◆ **New ways of contracting and increased use of block and volume contracts**

New ways of contracting were piloted during the best value review. These included working directly with a residential provider to support diversification into home care and incentives to existing home care providers to secure planned growth. The pilots will be fully evaluated and good practice will be built into future contracting arrangements.

The Council also recognises the benefits of volume and block contracts for both providers and the Council as a commissioner. In 2002 a select list will be established for residential based care together with an increase in the use of block contracts for both residential short and long stay care and home care.

#### ◆ **Supporting the Recruitment and Retention of Care Workers**

Recruitment and retention of care workers is constantly raised as an issue, both nationally and locally. The issue is compounded in Lincolnshire by unemployment levels in some parts of the county that are below the national average and also the average for the East Midlands region.

Difficulties in recruiting and retaining staff increase costs and threaten the standard and consistency of care. The best value review considered in detail the reasons behind the recruitment difficulties and action required to strengthen recruitment and retention.

In 2002 we will invite representatives from the independent to work with us and other agencies to implement a joint strategy to strengthen the recruitment and retention of care workers across all sectors. This work will link with the training and development opportunities available through the Independent Sector Training Project.



## ***A Framework for Contracting***

### **i. The Council's Contract and Financial Regulations**

Lincolnshire County Council has agreed a set of standing orders and financial regulations which govern the way in which all goods and services are purchased. The purpose of these regulations is to guarantee the probity of the procurement process and to ensure that the Council achieves value for money in accordance with the principles of best value. In summary the procedures outline the general principles to be followed by Corporate Directors in procuring goods and services from organisations external to the County Council. In association with the County Council's Financial Regulations and Scheme of Delegation to Corporate Directors they comprise a comprehensive control regime governing the financial affairs of the County Council.

The application of the procedures is subject to independent scrutiny through the Council's external auditors, KPMG.

### **ii. National and European Procurement Regulations**

In addition to its own standing orders and financial regulations, the Council is subject to European public procurement directives which set down a series of procedural requirements.

Personal social care services including those commissioned through Social Services are currently deemed to be residual or part B services and as such they are not subject to the full range of requirements. For example, personal care services are exempt from the requirement for open competition. The main procedural requirement applying to social care contracts is the notification of the award of contracts above £154,477 (at 2002), for publication through the official European journal.

The Council also works within the confines of the 1998 Local Government Act and national legislation including the Competition Act.

### **iii. A Framework for Contracting**

Social Services purchase services from over 600 social care providers. The majority of these services are purchased on a spot contract basis from accredited providers who are approved under the Council's spot contract frameworks for residential, domiciliary and day care services.

In addition to the approved lists the Council operates a select list for domiciliary care from which providers are invited to tender for block or volume contracts. The select list approach is to be extended to include other types of services including long stay personal and nursing home care. All existing personal and nursing care homes in Lincolnshire will be invited to apply for inclusion on the select list.

## 9. The Next Year

### ***Overall Strategic Direction***

Promoting the independence of older people forms the basis of our overall strategic direction for older people's services for 2002/03 and beyond. Each of our three older people's areas, South West, East and West have set targets and objectives which aim to increase the range and number of services which are available to support older people to continue to live in their own homes. Challenging targets have been set to increase the number of households who are receiving intensive home care support (>10 hours per week).

Intermediate care services will continue to be developed, both within Social Services eight retained homes, and through the independent sector.

Short term and respite care in residential and nursing homes is an important resource which supports older people to remain in their own homes. These services will be commissioned from the independent sector through spot and block contracts in 2002/03.

New long stay placements in residential and nursing home care will be made in line with national targets, details of which are given below.

Each of the three areas have produced an Annual Report and Service Plan which provides detail of progress made over the last year, service objectives for 2002/03 and a breakdown of the area commissioning and financial plans for 2002/03. A copy of the area plan has been sent to all key stakeholders, including providers, in each of the respective areas. The plans are also available on request as appendices to this report. Area plans which will include detailed purchasing intentions will be produced annually.

## 2002/03 Purchasing Intentions

### Services purchased from the voluntary sector

Lincolnshire Social Services purchases a number of services through the voluntary sector in Lincolnshire, through grant payments which are underpinned by partnership agreements and which set out service standards.

In 2002/03 £694,210 has been allocated through the voluntary grants budget to purchase a range of services including day care, domestic support and sitting services. The table below provides a summary of how this money has been spent between the three older people's areas.

#### Voluntary Grants through Partnership Agreements, 2002/03

West Area - Older People	East Area – Older People	South West Area – Older People
Age Concern – North Hykeham	Age Concern - Lindsey	WRVS
LACE Community Services Ltd	Age Concern – Boston	Age Concern – Kesteven
LACE Housing Ltd	Age Concern – Hinton Court	Age Concern – Deepings
Age Concern – Lincoln (Park Street)	Age Concern – South Holland	Community Care for the Elderly – Grantham
Share the Care – Lincoln & Gainsborough	Age Concern – Spalding District	Sleaford Shared Care for the Elderly
Care and Repair – West Lindsey	Mablethorpe Day Centre	The Butterfield Day Centre/Domestic Cleaning System
Care and Repair – Lincoln	Link Day Centre	Care and Repair – Boston & South Holland
Gainsborough & District Welfare Association	Skegness Day Centre	
<b>TOTAL SPEND</b> <b>£331,630</b>	<b>TOTAL SPEND</b> <b>£204,230</b>	<b>TOTAL SPEND</b> <b>£158,350</b>

### Services that will be delivered through Social Services in-house provider

Services provided directly by Social Services for older people include home care, day care and the newly developed intermediate care services. In 2002/03 the following services will be delivered.

#### Planned provision 2002/03

SERVICE	LINCOLNSHIRE TOTAL	GEOGRAPHIC AREA:-		
		WEST – Lincoln, North Hykeham and Gainsborough	EAST – Boston, Spalding, Louth, Skegness and Horncastle	SOUTH WEST – Grantham, Stamford and Sleaford
Domiciliary Care Services	<b>574756 hours</b> (approx <b>11053</b> per week)	192920 hours (approx 3710 per week)	275236 hours (approx 5293 per week)	106600 hours (approx per 2050 per week)
Long Stay - Personal Care	<b>81 beds</b>	26 beds	31 beds (5 EMI)	24 beds
Short Stay – Personal Care	<b>55 beds</b>	21 beds plus 6 beds for specialist dementia care	12 beds	16 beds
Day Care Services				
medium to high dependency	<b>210 day places</b> per week	66 day places per week	78 day places per week	66 day places per week (16 of which are time-limited rehabilitation focussed)
specialist dementia care	<b>202 day places</b> per week	106 day places per week	96 day places per week	
Intermediate Care Services				
rehabilitation and/or rapid response beds	<b>65 beds</b>	23 beds	24 beds	18 beds

## Services that will be commissioned through the Independent Sector

### Estimated purchasing targets 2002/03

SERVICE	LINCOLNSHIRE TOTAL	GEOGRAPHIC AREA:-		
		WEST – Lincoln, North Hykeham and Gainsborough	EAST – Boston, Spalding, Louth, Skegness and Horncastle	SOUTH WEST – Grantham, Stamford and Sleaford
Domiciliary Care Services	<b>885312 hours</b> (approx <b>17025</b> per week)	246012 hours (approx 4731 per week)	461200 hours (approx 8869 per week)	178100 hours (approx 3425 per week)
New Long Stay Placements – spot contracts				
Personal Care	<b>742 places</b>	257 places	344 places	141 places
Nursing Care	<b>319 places</b>	110 places	149 places	60 places
Respite and Short Stay Care – spot contracts	<b>4312 weeks</b>	1052 weeks	1560 weeks	1700 weeks
Day Care – spot contracts				
- High Dependency	<b>Approx 103</b> <b>places per week</b>	Approx 30 places per week	Approx 35 places per week	Approx 29 – 38 places per week

#### Notes

1. Domiciliary care is purchased through a mix of spot and volume contracts. The ratio of spot to volume will change over the next years towards an increase in the amount of care purchased on a block or volume basis.
2. Long stay care is purchased almost exclusively on a spot contract basis. During 2003 block contracts will be introduced across the county.

## ***Tendering Programme for 2002/03***

One of the recommendations of the Helping Older People to Live More Independently Best Value Review was to increase the percentage of social care services purchased on a volume or block contract basis. A target figure of 80% by 2005 of domiciliary and residential services for older people purchased from the independent sector has been set.

In 2002/03 block contracts will be let for long and short stay care, initially in the South West of the county with extension to the remainder of the county in 2003/04. Table 1 below provides a summary of the number of projected long stay placements for the period 2002/06. These figures will be used as a basis to determine the number and level of block contracts let.

Table 1

<b>Area</b>	<b>Actual Placements 2001/02</b>	<b>Projected Placements 2002/03</b>	<b>Projected Placements 2003/04</b>	<b>Projected Placements 2204/05</b>	<b>Projected Placements 2005/06</b>
<b>County Total</b>	<b>3462</b>	<b>3381</b>	<b>3319</b>	<b>3268</b>	<b>3223</b>
Spalding	371	368	369	369	366
Louth & Horncastle	553	511	480	456	438
Boston & Skegness	683	6588	688	688	685
<b>Sub-total East</b>	<b>1607</b>	<b>1567</b>	<b>1537</b>	<b>1511</b>	<b>1489</b>
Gainsborough	412	417	419	419	417
North Hykeham	285	284	282	279	275
Lincoln	509	476	451	432	416
<b>Sub-total West</b>	<b>1206</b>	<b>1177</b>	<b>1152</b>	<b>1130</b>	<b>1108</b>
Grantham	269	260	255	252	250
Sleaford	144	149	152	155	158
Stamford	236	228	223	220	218
<b>Sub-total South West</b>	<b>649</b>	<b>637</b>	<b>630</b>	<b>627</b>	<b>626</b>

A more detailed tender programme (contracting plan) will be produced to cover services for older people in 2003/04 and a copy of this plan will be sent to all registered providers in Lincolnshire.

## 10. Lincolnshire NHS

### Restructure

Lincolnshire Health Authority and Trent Regional Office of the NHS Executive closed their doors on March 31 2002 and will statutorily cease to exist from October.

Many of the functions carried out by the Health Authority, such as the local planning and commissioning of services, have been taken over by the three Primary Care Trusts, namely East Lincolnshire, Lincolnshire South West and West Lincolnshire.

The Trent Strategic Health Authority covering Lincolnshire, Nottinghamshire, and Derbyshire will carry out the performance management activities and some other functions previously carried out by the Health Authority or Trent Regional Office of the NHS Executive.

The structure of this organisation is still developing and may eventually include some public health functions.

There will be four new regional Department of Health offices that will pick up local matters relating directly to government, including some aspects of performance management and public health.

### Services

United Lincolnshire Hospitals NHS Trust will continue to provide the acute hospital services.

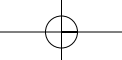
Lincolnshire Healthcare NHS Trust will continue to provide mental health services.

There is also an organisation within the Healthcare Trust called Lincolnshire Shared Services Partnership (LiSSP).

This provides payroll information, IT support, patient data and HR support to the PCT's and Healthcare Trust.

## 11. Contacts

Matt Bukowski Corporate Director, Social Services	Tel: 01522 554001 E-mail: matt.bukowski@lincolnshire.gov.uk
Jean Lammie Head of Strategic Modernisation – Older Peoples Services	Tel: 01522 554002 E-mail: jean.lammie@lincolnshire.gov.uk
Sharon Cuff Strategic Commissioning Manager	Tel: 01522 554130 E-mail: sharon.cuff@lincolnshire.gov.uk
Sheila Downey Area Manager, Older Peoples Services, South West	Tel: 01522 554353 E-mail: sheila.downey@lincolnshire.gov.uk
Peter Gittins Area Manager, Older Peoples Services, East	Tel: 01522 554656 E-mail: peter.gittins@lincolnshire.gov.uk
Vacant Post – Peter Gittins is providing temporary cover Area Manager, Older Peoples Services, West	Contact Peter Gittins as above
Peter Dugmore Performance Information Manager	Tel: 01522 5540450 E-mail: peter.dugmore@lincolnshire.gov.uk
Martin Jones Strategic Financial Adviser	Tel: 01522 554091 E-mail: martin.jones@lincolnshire.gov.uk



## NOTES

