



ISLINGTON

Islington Strategic Commissioning and Adult Social Care Market Position Statement 2021-2024



August 2021



Section	Page(s)
Foreword	3
Introduction – Fairer Together	4-5
About Islington	6-20
Strategic context	21-27
Commissioning intentions: Start Well	28-32
Commissioning intentions: Live Well	33-41
Commissioning intentions: Age Well	42-47
Commissioning intentions: Enablers (cross-cutting)	48-55
Useful reports	56
Contact us	57

Foreword



ISLINGTON

We are delighted to welcome you to our updated Market Position Statement for Strategic Commissioning of Adult Social Care and Integrated Commissioning in Islington. This market position statement:

- **Brings together data** from a range of sources on Islington as a place and our current and projected needs.
- **Highlights key strategic drivers** – both opportunities and challenges – for Islington in the coming years.
- **Sets out our vision and aspirations** for adult care and integrated commissioned services in Islington.
- **Outlines the Council’s adult social care and integrated commissioning intentions** over the next three years.

It is our hope that this document will help current and prospective providers, who share our values and commitment to tackling inequalities, and who want to be part of an exciting journey, to identify opportunities to work together for the benefit of our residents.

The Council has high aspirations for our residents and an ambitious agenda for improvement. Adult Social Care works to ensure Islington residents can live healthy, fulfilling, and independent lives – connected to their community and with appropriate care and support as required. High quality Strategic Commissioning is at the heart of the Council and local partners’ Fairness, Community Wealth Building, and Tackling Inequalities agendas.

We also face significant challenges in the years to come, not least demographic changes, financial pressures, meeting the changing expectations of residents, and building a fairer Islington in the face of COVID-19.

Effective collaborative strategic commissioning, new ways of working with residents and communities, and development of partnerships with outstanding providers will be crucial.



Cllr Nurullah Turan,
Executive Member for
Health and Social Care



John Everson,
Director of
Adult Social Care

Introduction – Fairer Together

Many residents in Islington face deep social challenges, driven by deprivation and inequality. We face a number of complex challenges in Islington. We are the sixth most deprived borough in London and both men and women have one of the lowest life expectancies across London and can expect to have around 20 years of life in poor health. Compared to the rest of London, we face particularly high levels of income deprivation among both young and older people, significantly higher hospital admissions for violence, and higher levels of children with emotional and mental health needs.

Locally, we believe that through prevention, early intervention and supporting our communities to be more resilient we can create successful solutions to these problems. But we cannot do it alone.

The Council has a strong track record of working with local health, public sector, and VCSE partners to improve outcomes and experiences for local residents and are committed to building on this going forward.

The Fairer Together Partnership was established in 2020 bringing partners together to explore, develop and adopt new ways of working in support of a common ambition to tackle inequality and make Islington fairer. Through Fairer Together we are aiming to develop:

- 1. A shared approach to strategy and investment**
- 2. Shared principles of ways of working** – the Fairer Together Way
- 3. Integrated locality teams** to ensure more joined up support for local people
- 4. New community networks** to bring together key players in each locality around common goals and priorities.

We are keen to work with providers who share our ethos, will embrace the Fairer Together ambition, and will work with us to shape our approach.



ISLINGTON



"Community based integrated services can help people to get the support they need in the first instance... professionals don't always need to be tasked focused, spending time with people is really important too, this builds your relationship and trust"
– Islington resident

Introduction – Fairer Together



In Islington and beyond, it is becoming increasingly clear that the how is just as important, if not more important, than the what. Fairer Together is a way of working.

It's about tackling inequality and changing lives through a high quality, integrated services that focus on building strengths, relationships and community. It's an approach that starts with the individual, uncovers the story of their lives in all its dimensions, supports people to define their own meaningful, personal goals and aspirations and wraps our services around them, building strong communities so that everyone can benefit from the full power of all that Islington offers. **High quality strategic commissioning is underpinned by this vision and makes a key contribution to this agenda.**

As we seize on the lessons of COVID we are determined, as a partnership, to improve and transform the way we support local people in what is likely to be an uncertain period, lots of vulnerability, economic disruption, and poverty. **We will be working in an integrated way with local health and wider public sector partners to meet this ambition, strengthening our existing integrated arrangements and seeking to use our collective resource and system expertise to its full potential for maximum resident and community benefit.**

Complementing and building from this Market Position Statement over the coming months we will be working to further articulate our broader ambitions for Start Well, Live Well, and Age Well Strategic Investment Plans.

This will be an exciting journey and we look forward to working with partners on this.



About Islington – overview



Islington is a small, densely populated borough at the heart of London with a growing, diverse, and relatively young population.

Islington is bursting with opportunities – for partnership, for innovation, for prosperity. It's a place of fantastic energy, diversity and assets: thriving businesses, a passionate and committed voluntary and community sector, excellent public services with a long history of working well together and – most importantly – the 243,000 people who live here.

However, alongside all of these opportunities and strengths, persistent and pernicious poverty and inequality continue to blight the lives of too many. We're determined to make Islington fairer.

We want this to be a place where everyone – whatever their background – has a decent chance for a long and healthy life, lived on their own terms.



In 2020, there were approximately **243,000** residents living in Islington.

Islington is the **6th** most deprived London borough.

80 and 83 is the life expectancy of men and women in Islington.

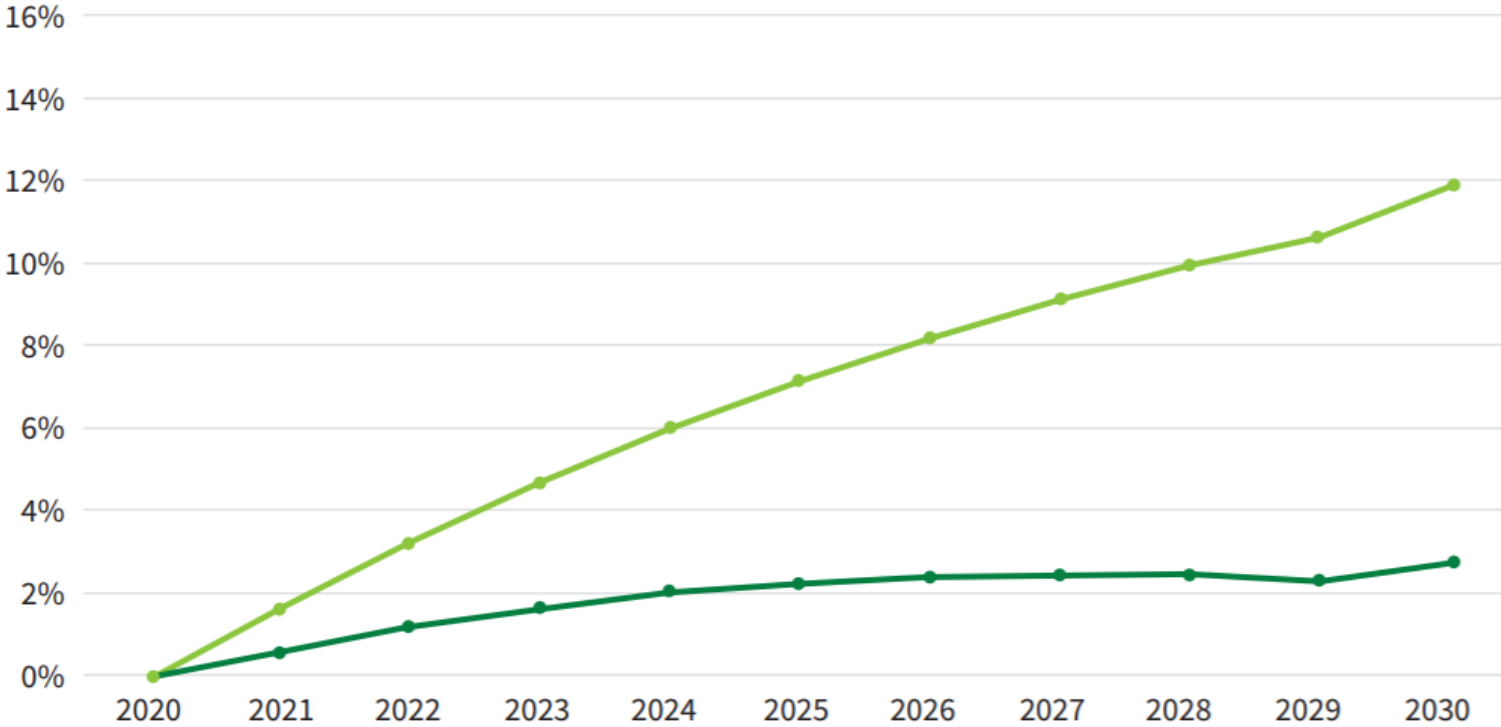
Since 2011, the Islington population has grown by **18%** - (36,000 people).

With **16,321** residents per square km, we're the most densely populated borough in England and Wales.

About Islington – population and demographics



Percentage of population increases for Islington and London



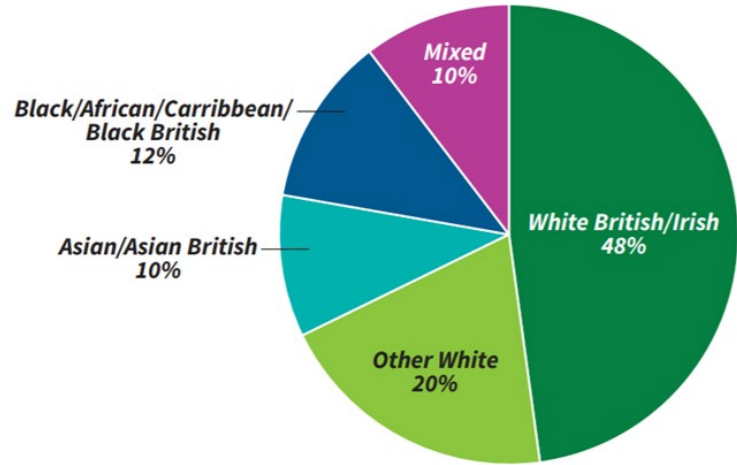
Source: Population estimates from Islington and London – derived from GLA Mid 2016 housing-led population projections

● Islington ● London

The Islington population is projected to grow over the next ten years, albeit at a lower rate than London as a whole.

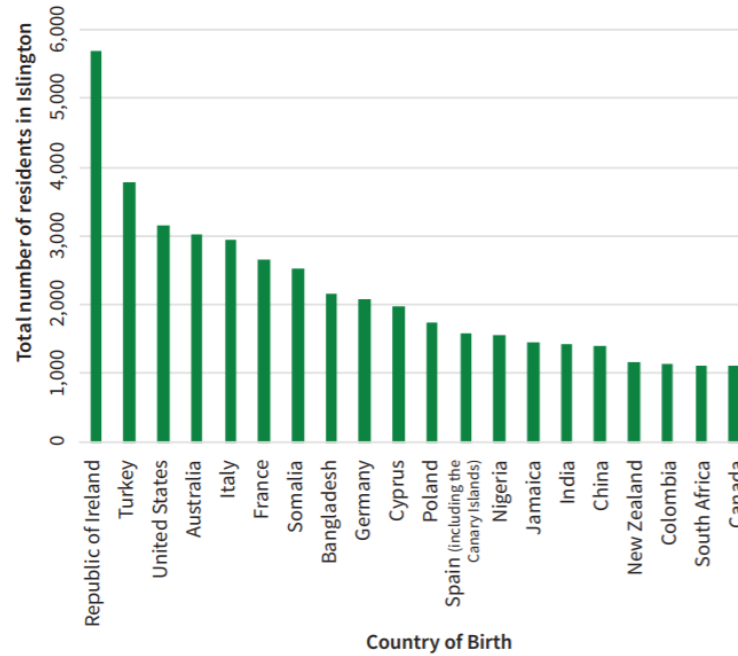
About Islington – population and demographics

Breakdown of Islington population by ethnicity. 2020 population estimates.



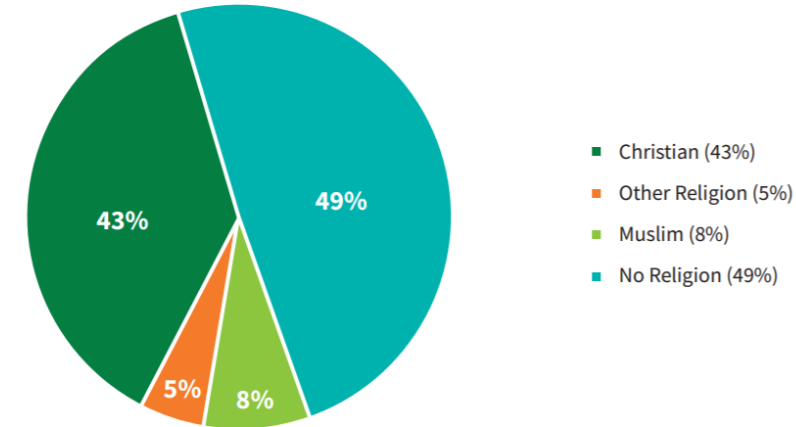
Source: GLA 2016 ethnic group population projections (Housing-led)

Top 20 non-UK countries of birth in Islington, 2011



Source: ONS Census, 2011

Percentage of Islington population by religion, 2018



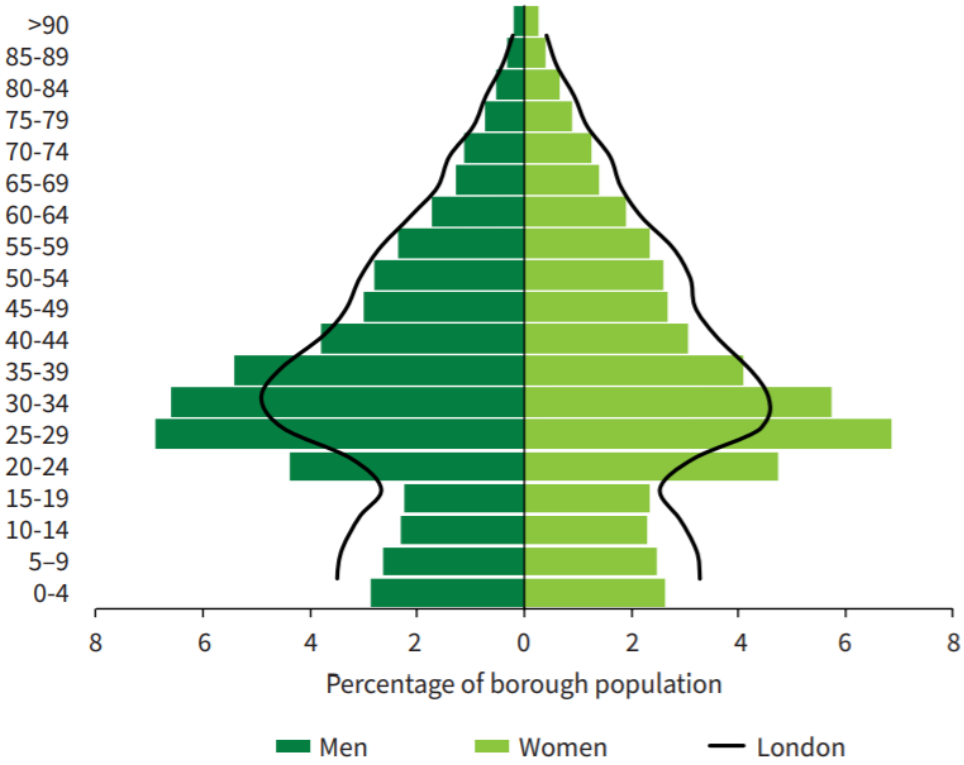
Source: Annual Population Survey, 2006 to 2015, ONS (2016), downloaded from London Datastore (accessed Jan 2018)

Islington is a proudly diverse London borough. 35% of Islington residents were born outside of the United Kingdom, compared to 14% nationally. The most common countries of birth for Islington residents outside of the UK are: Ireland, Turkey, and the US.

About Islington – population and demographics



Resident population of Islington, by sex and age group 2020 estimates



Sources: GLA Mid 2016 housing-led population projections for 2019.



There is a significant dearth of data on the Lesbian, Gay, Bisexual (LGB) population in the borough, requiring the use of proxy datasets to help set policy. If Islington replicates the London average for lesbian, gay and bisexual population, there are approximately 5,742 LGB residents in the borough in 2021.

The proportions of men and women in the borough are broadly similar.

Islington is proud to be home to a vibrant LGBTQ+ population with a rich history of activism.



About Islington – socioeconomic profile

Islington is one of the most deprived boroughs in England. 27.5% of Islington residents are facing income deprivation, compared with 21.3% in London. 21.7% of people live in income deprived households with 47.5% of our children growing up in poverty.

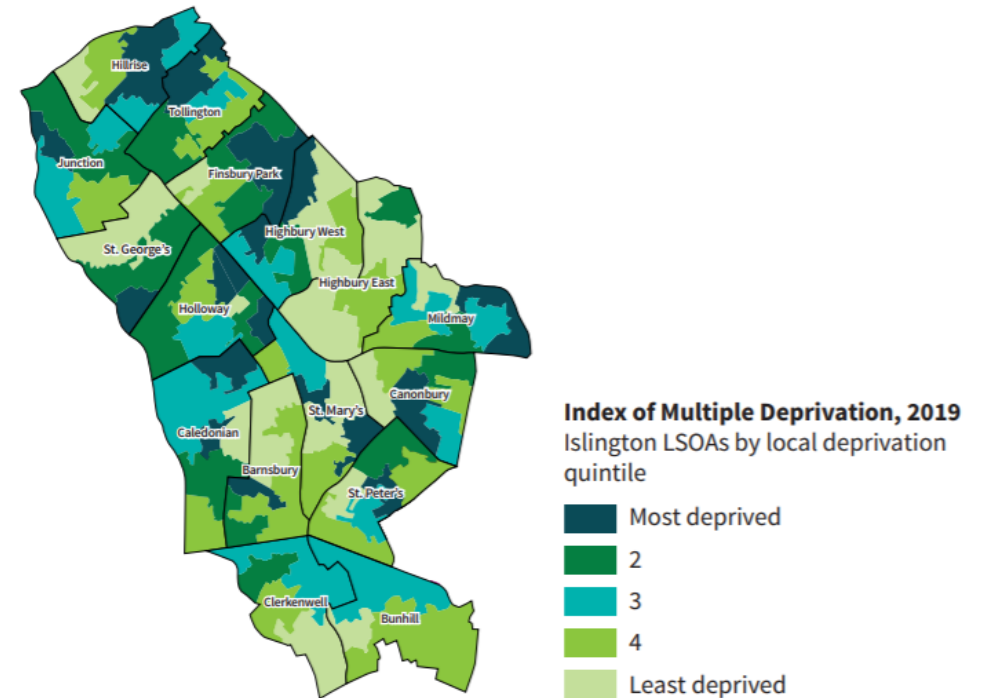
Poverty is an issue in every part of the borough: almost every ward includes one of the most deprived Local Super Output Areas (LSOA) in Islington. As of 2019, the 5 most deprived wards in the borough were (in order of most deprived-least deprived): Finsbury Park, Junction, Tollington, Caledonian, and Hillrise.

Within Islington, variations in life expectancy can be observed between wards.

For example, a boy born and living in Highbury East can expect to live for 6 years longer than a boy in Junction ward. A girl born and growing up in St. Peter's ward can expect to live for 10 years less than a girl from St George's ward.



Spread of deprivation among Islington by Local Super Output Area, 2019.



Source: English indices of deprivation 2019

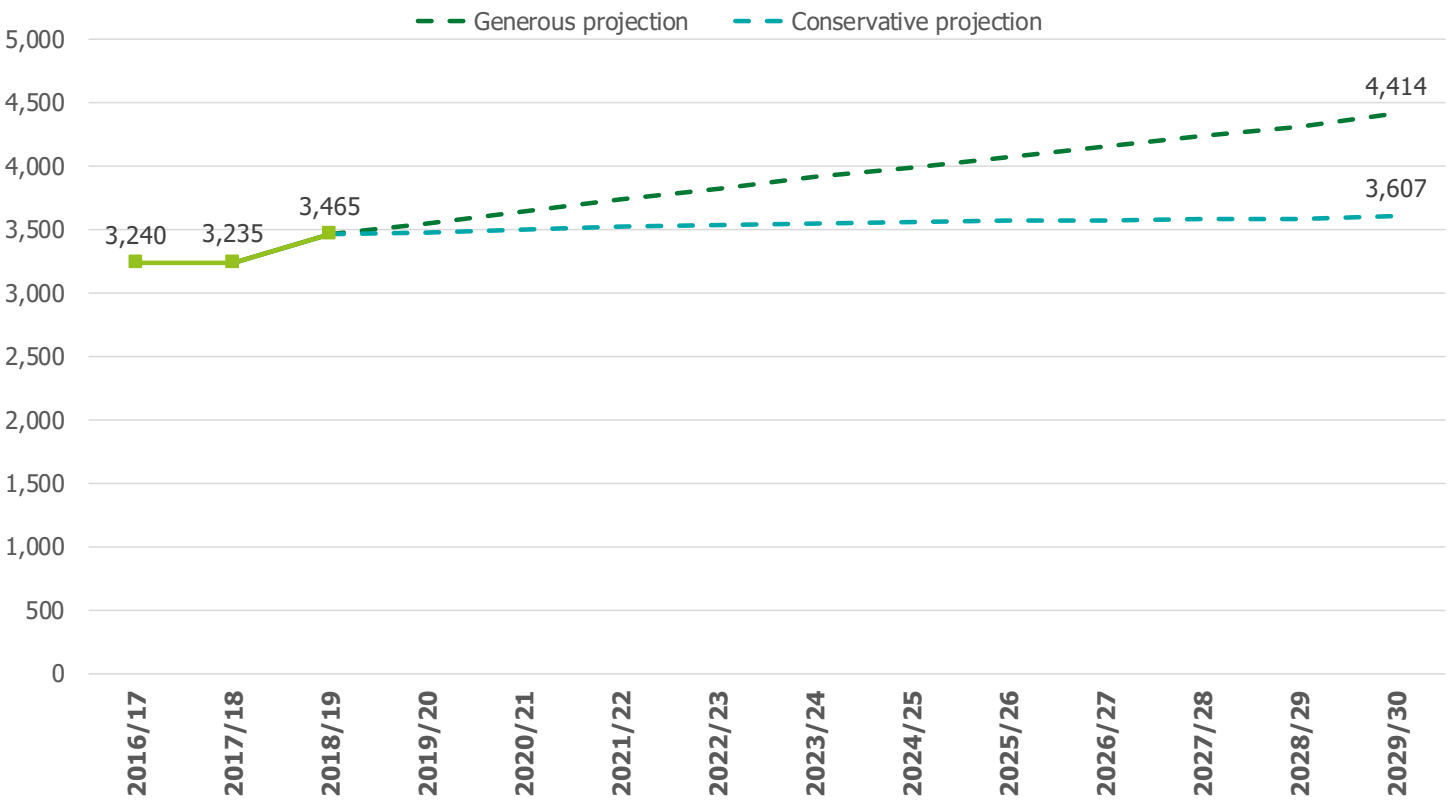
10.4% of Islington households experience fuel poverty, compared to 11.8% in London and 10.9% in England. More than 8% of households with people aged 60+ are living in fuel poverty.

Islington has the 4th highest levels of income deprivation affecting older people in London. 34% of residents over the age of 60 were facing income deprivation, compared to a London average of 22%.

About Islington – current and projected Adult Social Care needs



Projected Numbers receiving Long Term Services in Islington, aged 18+, 2016 to 2030



Source: LTS001 (SALT) 2016/17 to 2018/19

Currently, 3,465 residents access long-term adult social care services in Islington.

The number of individuals receiving long term support through Islington Council Adult Social Care is generally increasing, and it is anticipated that demand on our services will continue to grow.

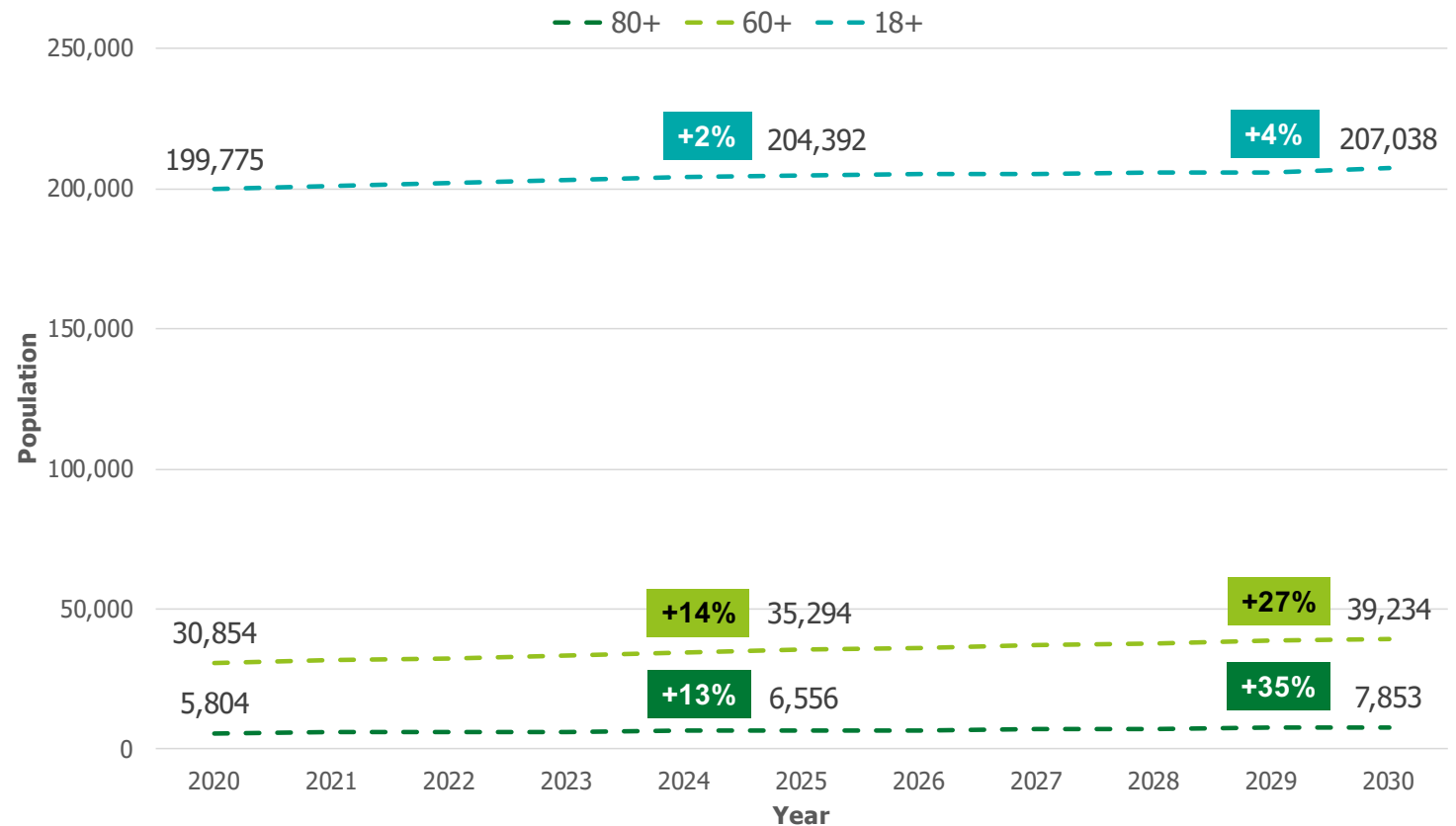
A conservative projection of our service user population, with the proportion of people over 18 in Islington receiving long-term social care services held constant (1.7%), sees an increase to around 3,600 in 2030, while a more generous projection, with a linear growth estimate applied, shows an increase to 4,400.

Commissioners hope that by working with residents, partners, and providers to offer the right support earlier these demand for long-term services will increase at a lower rate than projected.

About Islington – current and projected Adult Social Care needs



Projected Population for the number of Islington residents aged 18+, 60+ & 80+, 2020 to 2030



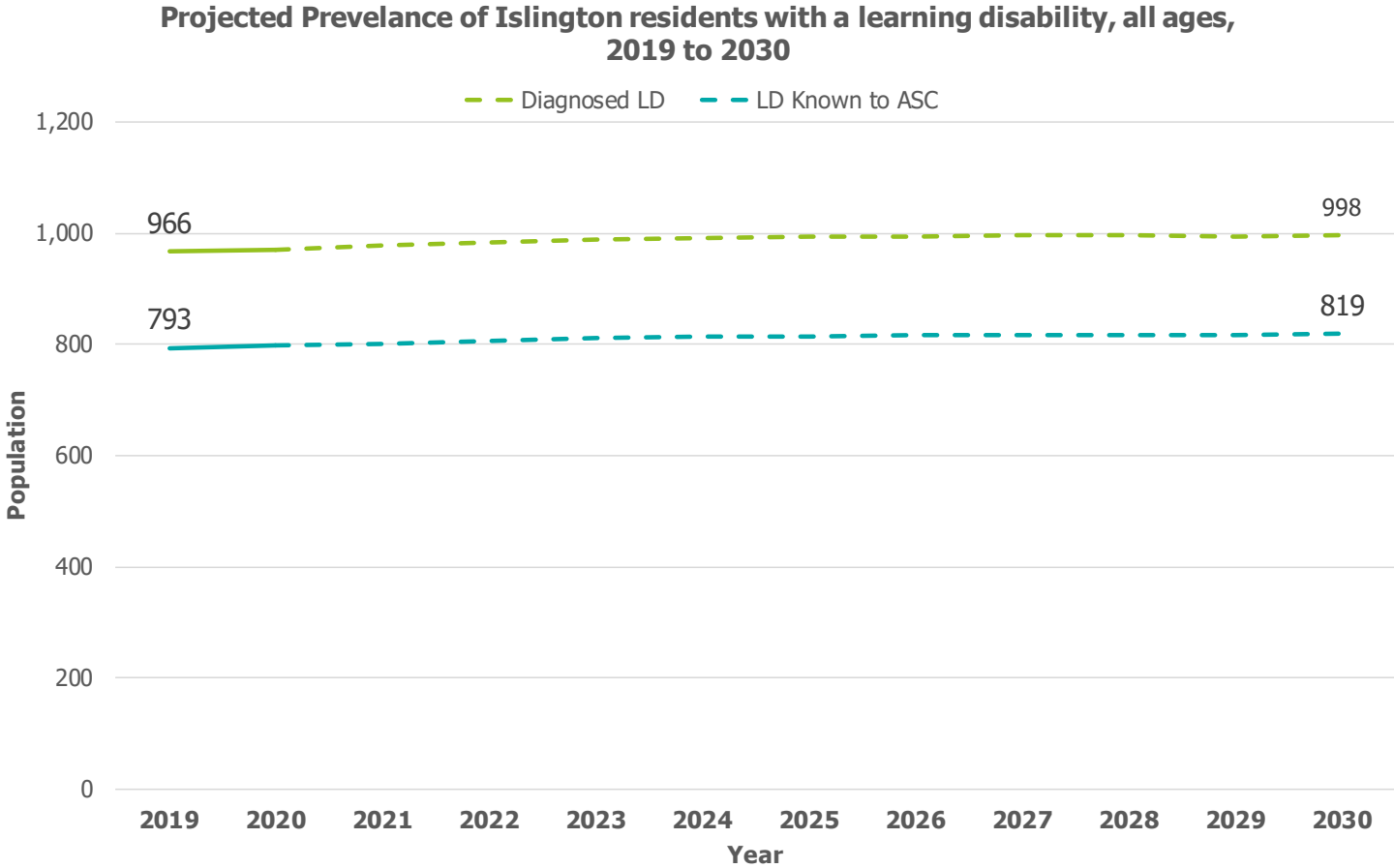
Source: GLA Population Projections, Housing-led, November 2017

Islington’s aging population is a primary driver of adult social care demand.

From 2020 to 2030, we expect to see a 4% growth in our adult population in Islington Council. Our population aged 60+ will grow more quickly (27%) to 2030 (by 14% to 2025), a growth of around 9,000 individuals.

Although it will remain a small group in absolute numbers, our population aged 80+ will grow even more quickly (35%) to a total of almost 8,000 individuals in 2030 (by 13% to 6,500 in 2025).

About Islington – current and projected Adult Social Care needs



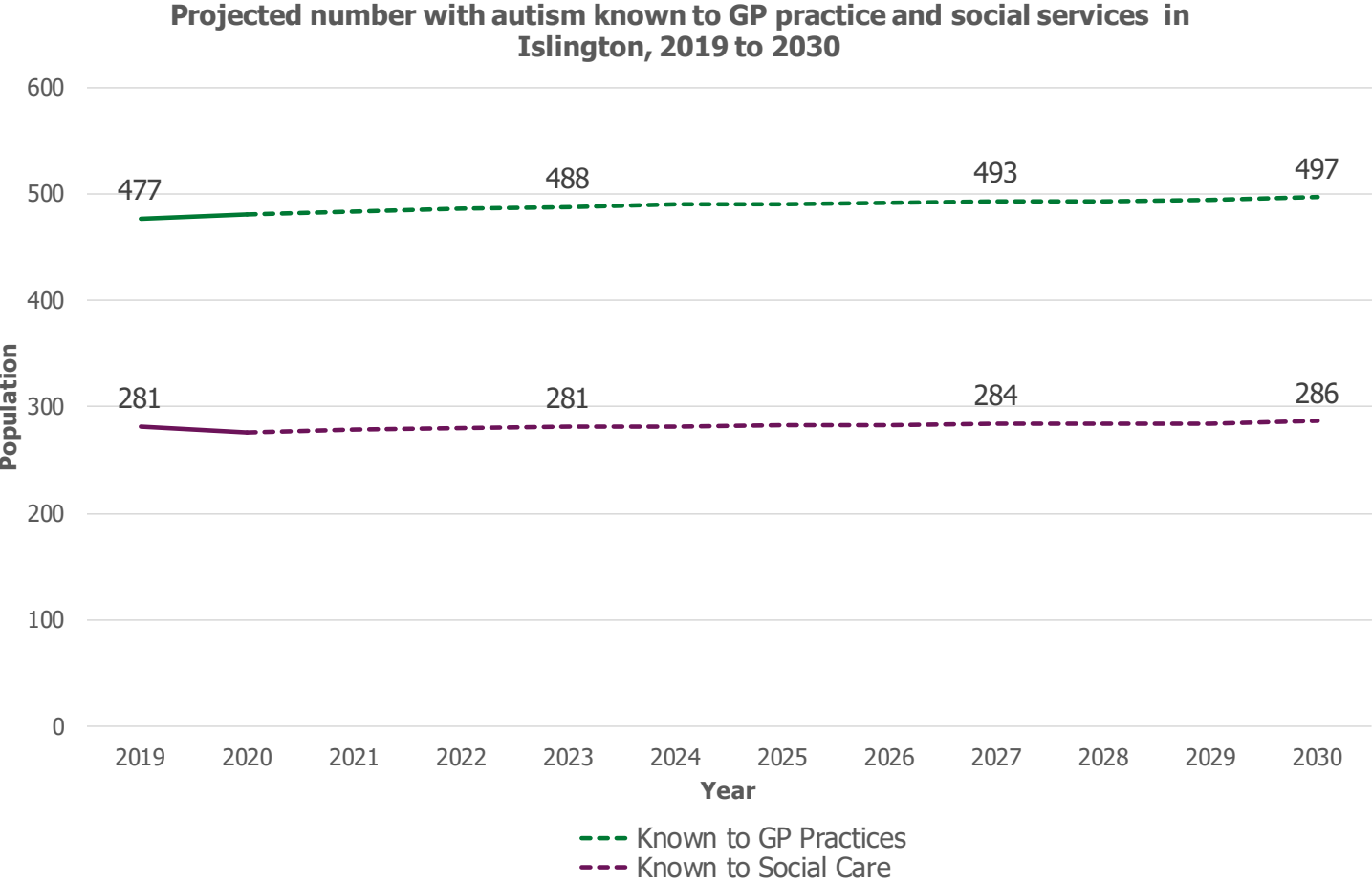
We expect to see limited growth in our population with Learning Disability (LD.)

We assume that prevalence of learning disabilities will remain constant (0.4%) until 2030. Due to population growth, under this scenario our diagnosed LD population increases to around 1,000 in 2030.

We know that around 80% of adults with diagnosed learning disabilities are known to Islington Adult Social Care. This means that in 2030, there would be around 820 service users with a primary support reason of LD.

Source: PHE Fingertips prevalence of learning disability (QOF) 2018/19 & GLA Population Projections, Housing-led, November 2017

About Islington – current and projected Adult Social Care needs



Source: Transitions to Adulthood data

We expect to see a limited growth in the number of people in our population with Autism over the next ten years.

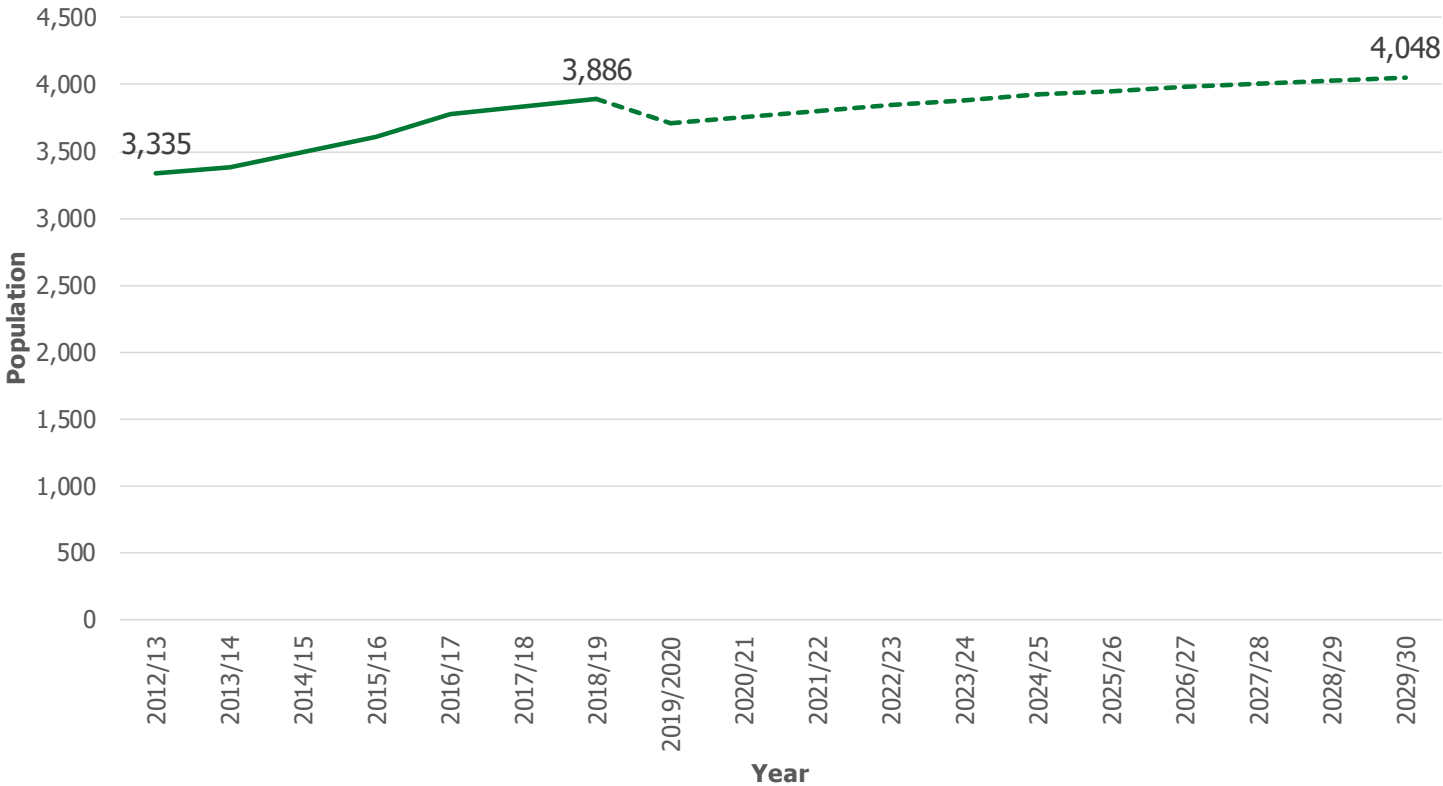
The prevalence of Autism known to Islington GPs was 0.2% in 2019. Keeping this constant until 2030 increases our Autism known to GPs population to around 500 in 2030.

Based on the last three years, we know that around 60% of Autism patients known to GPs are known to Islington Adult Social Care. This means that in 2030, there would be around 290 service users with Autism.

About Islington – current and projected Adult Social Care needs



Projected prevalence of Serious Mental Illness in Islington, all ages, 2013/14 to 2029/30



Islington has the highest prevalence of serious mental illness (SMI) in London, and prevalence has been increasing in recent years, so we may see an increase in this population by 2030.

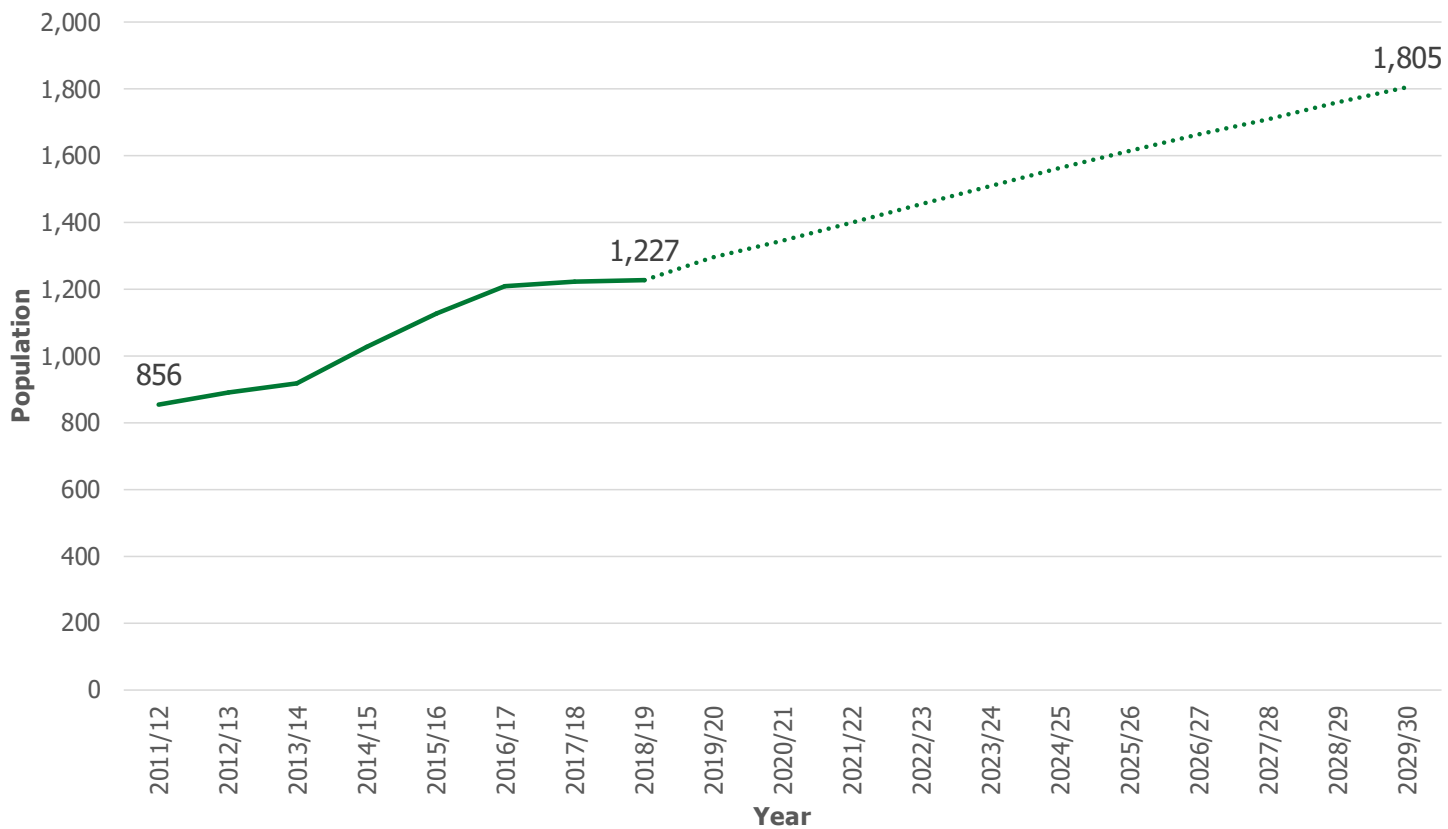
If the increasing prevalence continues, we may expect to have just over 4,000 individuals with diagnosed SMI in Islington by 2030, an increase of over 100 individuals.

Source: Public Health England Fingertips (OQF Prevalence of dementia all ages, 2011/12-2018/19) & GLA Population Projections, Housing-led, November 2017

About Islington – current and projected Adult Social Care needs



Projected dementia prevalence in Islington, all ages, 2011-12 to 2029-30



Associated with an aging population is an increase in dementia.

We have already seen an increase in the absolute number of residents with diagnosed dementia in Islington, from 850 in 2011/12 to 1,227 in 2018/19.

If prevalence increases apace (from 0.5% in 2018/19 to 0.7% in 2029/30, combined with expected population increases, we might expect to have around 1,800 residents with diagnosed dementia in 2029/30.

Source: Public Health England Fingertips (OQF Prevalance of dementia all ages, 2011/12-2018/19) & GLA Population Projections, Housing-led, November 2017

About Islington – current and projected Adult Social Care needs

Since March 2020, the Coronavirus pandemic has affected all of our lives and all health and social care services. The pandemic has had a disproportionately negative impact on residents and staff engaged in the delivery of social care due to clinical vulnerabilities, social inequalities, and increased risks of exposure.

Commissioners anticipate that the pandemic will continue to affect needs and demand for social care services in the medium to long term, due to the implications of:

- **Long COVID**
- Detrimental impacts of the pandemic on **mental health and wellbeing**
- Increased rates of **social isolation**
- Pandemic-related **safeguarding** issues (e.g. self-neglect, domestic violence, etc.)
- Pandemic-related **economic hardship and its impact** (e.g. on housing, employment, etc.)
- **Delayed presentation of needs** resulting in **deterioration**

Commissioners will continue to monitor the impacts of COVID on needs and demand and will seek to take appropriate action to mitigate detrimental impacts for residents, communities, and the health and care system.



About Islington – current Adult Social Care market overview

Islington has a high quality mixed social care market with a range of public sector, private sector, and voluntary, community, and social enterprise (VCSE) social care and support organisations based in-borough.

There are 46 services registered with the Care Quality Commission (CQC)

16 are registered care homes.

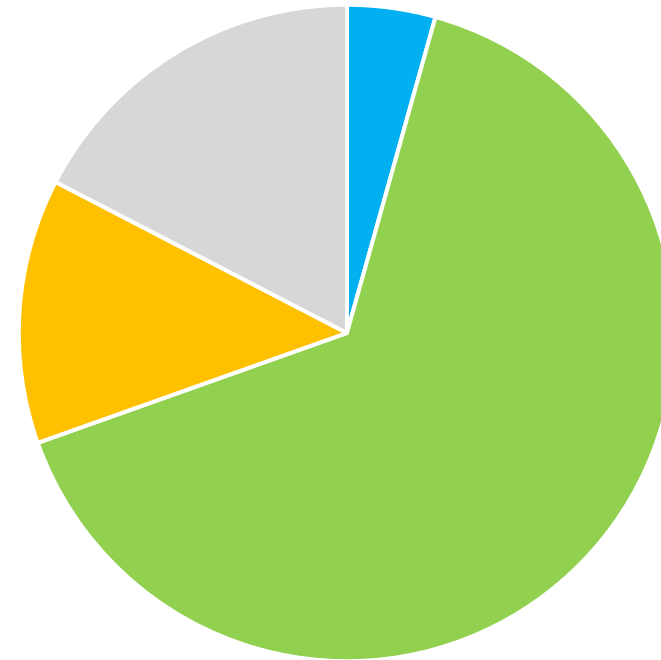
30 are registered to provide community care.

In addition to CQC-registered provision there is also a strong in-borough non-registered market (e.g. housing-related support provision, advocacy, social prescribing services, etc.)

The Council also enjoy strong relationships with providers registered outside of the borough who are part of the sub-regional care market and with neighbouring commissioners.

"There is so much going on in the local community in Islington, the community just need to know about it to make the most of it"
– Islington resident

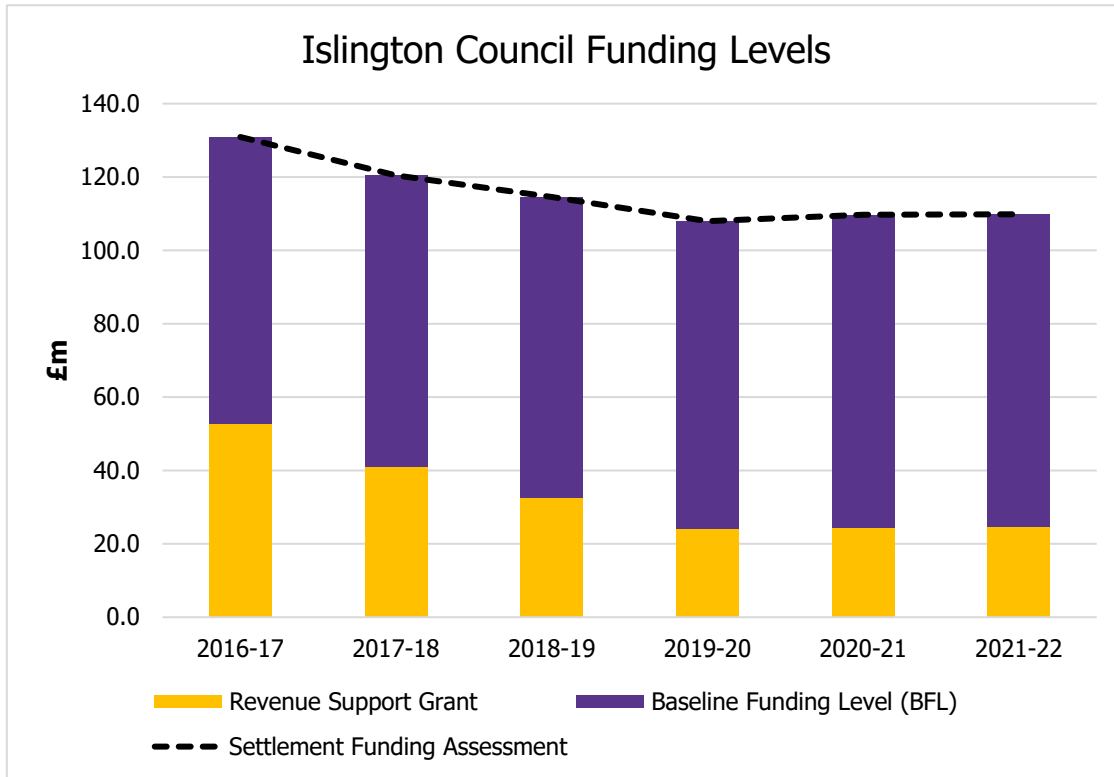
In-borough regulated ASC market by CQC rating
(April 2021)



■ Outstanding' ■ Good' ■ Requires Improvement' ■ Unrated'

Source: CQC (April 2021)

About Islington – financial challenges and opportunities



Central Government has cut its core funding to Islington Council by 70% since 2010.

At the same time, demand for many local services continues to rise – for example, people are living longer and need more specialist support to ensure their quality of life. The number of children on child protection plans has also increased, which puts pressure on our children's services.

We have managed to save almost £250 million since 2010 with only a limited impact on front-line services. We have done this mainly by making the way we do things as efficient as possible, selling our services to bring in money, and sharing services with other councils. **We will be looking to work collaboratively with our Providers to achieve further savings in the coming years.**

We are rethinking how we design our services around the people that use them, to make sure they're joined up and residents can get what they need more quickly and efficiently. We want to identify the issues that local people face as early as possible, to prevent them from getting worse. This makes the experience better for local people, and it also saves the council money.

About Islington – our current adult social care spend

Type of spend

Offer summary

Community Wellbeing

Community assets that are already available locally, such as libraries community centres, religious establishments etc. many of which LBI funds outside of ASC.

Universal Prevention

Informal services that are available to all with the aim to keep people independent and well within the community, without the need for a formal statutory service e.g. the local offer (directory), social prescribing, care navigators, etc.

Proactive Support

Focused support on areas of particular local or community need e.g. income maximisation, employment support, travel support, advocacy etc.

Targeted Prevention

Support for those people at risk to help them maintain their independence for as long as possible e.g. telecare and assistive technology, rapid response, recovery services, housing related support services, etc.

Extended Involvement

Statutory assessed support to maximise peoples independence within the community e.g. reablement, day services, home care, social inclusion services, safeguarding and social care teams, etc.

Bedded Care /
Critical
Housing
Solutions

Statutory assessed accommodation-based support where a person's needs can not be met within their own home e.g. residential and nursing care placements, extra care housing, supported living, intermediate care, etc.

Acute

Acute hospital admission

Currently, Islington spends a significant proportion of our Adult Social Care budget on services to meet higher acuity needs – our ambition is to re-balance this to invest more in preventative and wellbeing services.

Strategic context – Community Wealth Building

A key enabler of the council’s Fairness agenda is the Community Wealth Building Programme. This long term programme, that began mobilising in May 2020, is **focused on reducing economic inequality, sharing wealth, and increasing opportunity by creating a sustainable and inclusive local economy, underpinned by a strong community asset base, and a progressive procurement approach.**

It is essential that the council’s spending, both direct and with suppliers, has the maximum positive impact for Islington people, especially the most disadvantaged.

Our newly approved Progressive Procurement Strategy outlines how we intend to this, including by:

- Delivering services in-house by default.
- Supporting local, small and VCSE organisations to bid for Council contracts.
- Using our purchasing decisions and supply chain to deliver social value and wider community wealth building objectives.
- Commitment to a weighting of 20% for social value in procurement.
- Strengthening, improving and streamlining our processes.
- Working with our anchor institutions.

For more information, you can find a link to the Strategy in the ‘Useful reports’ section of this MPS.



"Invest in places for people to go... where they could learn useful skills and give them more opportunity in life" – Islington resident

Strategic context – Climate Emergency and Net Zero Carbon 2030



Islington is a great place to live, work, and visit but we know that we face an immense challenge of providing a sustainable future for all and a sustainable future for the planet. For this reason, the Council declared a climate emergency in June 2019, recognising the need to drastically reduce carbon emissions in the borough.

As a borough, we have made a pledge to work towards being a net zero borough by 2030, supported by the Vision 2030 strategy that sets out steps we will take to achieve our ambitions. The 2030 vision highlights actions linked to:

- Buildings;
- Transport;
- Sustainable and affordable energy;
- The Green Economy and Planning; and
- The Natural Environment, and Waste Reduction and Recycling.

Our vision is to create a clean and green Islington in response to the Climate Emergency and we are seeking to work with providers who will contribute to this.

As commissioners we will use the leverage at our disposal, including Social Value procurement tools, to encourage providers to take practical steps that make a difference. Examples might include supporting social care staff to walk, cycle, or take public transport; providers applying circular economy principles and using local/sustainable supply chains as far as possible; maximising tree coverage and biodiversity at building-based services; enabling recycling at services; and ensuring building-based services are as energy efficient as possible.

For more information, you can find a link to the Vision 2030 Strategy in the 'Useful reports' section of this MPS.



Strategic context – Challenging Inequalities



Inequality plays out in many different ways. Local residents face both complex and multiple social, cultural, political and economic challenges. From health and housing, to education and employment, we see vast disparities in the outcomes experienced across the borough. We have a responsibility to ensure that no-one is held back by discrimination, unconscious bias and prejudice related to age, disability, gender reassignment, marriage and civil partnership, maternity and pregnancy, race, religion or belief, sex, sexual orientation or socio-economic circumstance.

The Council is committed to use our influence as a strategic leader, employer, and as a service provider and commissioner to challenge inequality in every capacity available to us.

We are challenging ourselves and our provider partners to be more radical and take decisive action through our Challenging Inequality Programme. Fairness and equality are two sides of the same coin. If we are to continue our mission as the council of fairness into the new decade we need to lead the way on challenging inequality for all oppressed, disadvantaged and marginalised groups. **We are committed to ensuring our services are accessible, inclusive and address issues and barriers faced by our community.**

We want to partner with organisations who share our commitment to tackling inequalities. Moving forward, we will ensure that those we commission to deliver goods and services are promoting diversity and equality throughout the supply chain. We will introduce and embed robust guidance and criteria on the need to actively promote equalities which will be part of our assessment in awarding contracts.

We know that our commissioned services and key partner agencies can contribute to advancing anti-discriminatory practice and promoting inclusion. We will put in place a Quality Assurance framework for senior managers to drive an accountable equality, diversity and inclusion culture in adult social care.

For more information, you can find a link to the Strategy in the 'Useful reports' section of this MPS.

Challenging Inequality

**Our plan to create a fairer,
more equal Islington**

"We should celebrate our successes in service delivery but also be brave enough to change what is not delivering on the quality and safety we expect" – Islington resident

Strategic context – our co-produced adult social care principles

We have worked with our staff, service users and carers to develop a set of principles that will underpin our work in social care – see below.

We will

1. **Listen to you and involve you** in what we do and how we do it
2. **Work with you to strengthen your sense of safety, wellbeing and belonging**
3. **Be clear about the choices you have** and the support available to you
4. **Offer the right support at the right time**, based on your strengths and what's most important to you
5. **Improve the quality and consistency of services and celebrate success**
6. Help our residents to **connect with voluntary and community groups** and to continue supporting and learning from each other

We are keen to work with Providers whose approach and ethos aligns with this and who will work with residents on an ongoing basis to co-produce and improve their offer.

"Person-centred needs to be emphasised; whatever age, whatever setting, independence in the way it works for you" – **Islington resident**



Strategic context – Islington’s approach to Strengths Based Practice



We are committed to working in a strengths-based way in social care – collaborating with our residents, their loved ones, and communities to identify strengths and resources, give choice and control, and to support them to live the life they want. **The Islington strengths based approach is called Better Strengths for Better Lives. The expected outcomes of this are...**



In partnership with



People use their own strengths and find solutions in their own lives with support where needed

People regain as much independence as possible if they have a crisis/illness

Family members support their own family members, with help where needed

Communities and neighbourhoods support everyone, including those in difficult situations

The Council supports people when needed and in a way that prevents and reduces needs, promoting independence

Simple and practical solutions are found, making the most of people’s strengths (individual/family/community) before considering council resources. We are keen to work with providers who understand and are committed to strengths-based working.

"Being inclusive and focusing on strengths is vital" – **Islington resident**

Strategic context – Collaborative Commissioning



Our strategic commissioning approach focuses on achieving the best possible outcomes with and for individuals who require care and support and the community as a whole.

We cannot do this alone! Fundamental to our approach is working with providers as partners, valuing their expertise, their insights, and their detailed knowledge of what matters to residents in helping us achieve our ambitions.

We ask our team and our partners to 'Be Islington', playing their part in working together for a fairer borough and to always be Collaborative, be Ambitious, be Resourceful, and be Empowering.

These behaviours, spell out the word CARE, which sums up what public service is all about. Islington's CARE behaviours articulate our Collaborative Commissioning approach:

- The words 'collaborative', 'empowering' and 'ambitious' **show our determination to raise the bar.**
- **Resourcefulness is a key strength to make things happen, and to make them happen quickly.** We can achieve so much more if we build on that resourcefulness.
- **We demonstrate these values in all our working practices** – whether we're a director, a manager, a frontline employee or we work in an essential enabling service – **we are keen to work with provider partners who do so too.**



Strategic context – Commissioning Intentions



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To tackle inequality and make Islington a fairer place to live and work we need to ensure that everyone in our borough is able to start well, live well, and age well. This is our starting point for developing a shared approach to strategy and investment across the Fairer Together partnership and **for this reason our adult social care commissioning intentions that contribute to this are grouped in this document accordingly.**

We are committed to taking a “life-course” approach, recognising that the social, economic and environmental conditions in which we are born, live, work, and age lead to different trajectories and outcomes – not only over the course of a lifetime, but into future generations too.

Our aspiration, that effective commissioning and adult social care services make a crucial contribution to, is that Islington will be:

- **The greatest place for children and young people to grow up.**
- **A place where people are proud to live, with a decent home, fulfilling jobs, and healthy lives.**
- **A place where older people live healthier, happier, longer and more independent lives.**

In addition to the ‘Start Well’, ‘Live Well’, and ‘Age Well’ intentions **we also outline in this document our commissioning intentions for key enabling services that cut across different life stages to support everyone to stay safe and to enjoy living independently as far as possible.**

The scope of this document is structured around our ambitions for developing Strategic Plans for Start/Live/Age Well agendas, while these are in development there is a particular focus on adult social care commissioning as this is more advanced. In the coming months, we will refresh this document as we develop more comprehensive Strategic Commissioning and Investment Plans.



Commissioning Intentions: Start Well



Progression to Adulthood

Current provision

- The Council commission, jointly commission, and deliver a range of specialist, targeted, and universal provision to enable effective progression to adulthood for young people with Special Educational Needs and Disabilities (SEND) including:
 - A range of social, emotional and mental health services for young people up to the age of 25;
 - A therapy service offer;
 - Continuing care services;
 - A range of housing support services for young people – see slide 29 – and individually commissioned placements;
 - A framework contract for 1:1 support and day opportunities for people with disabilities of all ages – see slide X.

Key commissioning aspirations

- Aspirations aligned to Islington’s newly-developed Progression to Adulthood Strategy include:
 - Ensuring the provider market is appropriately developed to meet the education, health, and care needs of young people with SEND approaching adulthood.
 - Developing the Islington community offer to reduce unnecessary hospital admissions and reliance on out-of-area services; recognising increasing complexity of need particularly linked to mental health and autism.
 - Further strengthening the supported employment offer for young people, particularly adjusted apprenticeships, supported internships, and work placements
 - Ensuring there is a vibrant day opportunity and community support offer in the borough that is age-appropriate and engaging to young adults.

Key opportunities coming up

- The framework contract for 1:1 support and day opportunities for people with disabilities of all ages will be due for review and re-procurement ahead of July 2022. Commissioning an all-age framework is intended to secure providers that can ‘bridge the gap’ from children’s to adults.
- Work will continue to deliver on the ambitions of the Progression to Adulthood Strategy as children move into adulthood and the provider market is key to the success of this.

Supported Housing for Young People

Current provision

- LBI currently commission 5 organisations to provide 109 units of supported housing across 15 properties for young people. The majority of these services are in Islington, though some are based in Camden and Hackney.
- The Council currently invests £1.424m per annum on supported housing services.
- Current provision meets a wide variety of needs, with schemes providing a mixture of 24-hour support, on-site staffing during the day, and visiting support services.

Key commissioning aspirations

- Although current provision meets a wide variety of needs, the Council is reliant on some additional individually commissioned specialist provision (e.g. step down from T4 CAMHS). In addition, the Council is required to spot purchase individual arrangements when block contracted supported housing for young people is fully utilised.
- In the next two years, the Council will conduct a review of block contracted provision to ensure that services meet local need. This project will include a Needs Analysis that will seek to project demand for these services.
- The Council is committed to ensuring that our services adhere to the principles and practices underpinning Psychologically Informed Environments (PIE) and intends to work with providers to ensure that frontline staff are trained to conduct interventions in a trauma-informed way.

Key opportunities coming up

- Commissioners are currently planning to re-procure the Barnsbury Park Assessment Centre as a 24-hour, trauma-informed scheme. This procurement will be completed by May 2022. Commissioners anticipate further procurement opportunities becoming available in 2023 following conclusion of the review highlighted above.
- The Council is proactively seeking to identify sites for new supported housing for young people and will actively engage providers, landlords, and property developers should suitable opportunities become available.

Children's Complex Healthcare

Current provision

- NCL CCG and the Council currently commissions a range of integrated services for children with complex health needs closer to home:
 - Personalised packages of care in the community for children with continuing care needs;
 - Extensive community nursing and palliative care services that enable children and young people to be treated at home or in the community, that would otherwise need to be in hospital;
 - Integrated services for children with long term conditions; and
 - Joined up community paediatric and therapy services for children with Special Educational Needs and Disabilities.

Key commissioning aspirations

- Over the coming years commissioners intend to:
 - Continue the journey towards greater integration across primary care, secondary care and community services; social care, education and health; physical health and mental health.
 - Continue to commission high quality health services that meet the needs of children, young people, and their families closer to home.
 - Ensure transition into adult services for children and young people with complex health needs is personalised, joined up, and meets the holistic needs of the transitioning young people.
- The Integrated Paediatric Service will commence in Sept 2021. This model includes 2 parts, joint clinics and Paediatric Integrated Network Coordination (PINCs). The PINCs will bring together a core team of professionals from across the primary care, secondary care and community services in monthly meetings, to discuss the children and young people brought by the professionals.

Key opportunities coming up

- Demand for therapy services (speech and language, occupational therapy, and physiotherapy), is currently outstripping capacity. Commissioners are therefore currently undertaking a review and are aiming to develop and implement a new model before the end of 2021.

Social and Emotional Mental Health Services

Current provision

- The Council jointly commission a range of Social Emotional and Mental Health (SEMH) Services for children and young people with NCL CCG. The Islington SEMH model extends beyond the traditional Children's and Adolescent's Mental Health Services (CAMHS) offer, with improved access to a wide range of services for children and young people. The model is underpinned by a strong focus on early intervention and prevention. Key components of the model include:
 - A universal offer to support children and young people's emotional and mental health needs through a Central Point of Access (CPA) model;
 - Emotional Wellbeing Community (EWB) Service for 8 – 18 year olds (including front door assessments & referrals) and up to 25 years within Progression to Adulthood Project; and
 - Expanded counselling and therapeutic provision.

Key commissioning aspirations

- Over the coming years, commissioners will work to:
 - Ensure strong alignment and synergy with the broader Fairer Together offer to deliver a Life Course approach that supports children and young people to start well and thrive throughout their journey to adulthood;
 - Continue the trajectory towards the NHS Five Year Forward View principles and NHS Long Term Plan ambitions, including prevention, early identification, and intervention across all children's and young people's services.
 - Ensure equal access for all to a choice of personalised high-quality services, where and when needed, and free at the point of access; and
 - Continue to widen access to community-based mental health services, including support in schools and colleges.

Key opportunities coming up

- Over the coming years, commissioners will be working with providers to:
 - Map cohort needs with a view to improving equity, inclusion, and earlier access for all;
 - Undertake an impact assessment of services to understand the difference they make; and
 - Improve understanding about demand trajectories and develop solutions to reduce waiting times.
- This will be underpinned by partnership and co-production with young people, parents, carers and their communities.

Commissioning Intentions: Live Well



Disability Day Opportunities and Community Support

Current provision

- There is a range of daytime opportunities and community support options for people with disabilities in Islington; including buildings-based services, 1:1 support, employment support, peer support and other community groups.
- LBI provides three buildings-based services for people with disabilities and an LD & autism employment service.
- The Council has a framework contract with 20 providers who offer 1:1 support and day opportunities for people with disabilities of all ages, of which some activities are located in neighbouring boroughs.
- Outside of Care Act eligibility requirements, the Council also commissions an LD social inclusion service, an LD drop-in service, (commencing summer 2021), and a hub service for autistic adults.

Key commissioning aspirations

- The Council is committed to a vibrant, high quality day opportunity and community support offer for people with disabilities that is engaging, develops people's skills, and enables residents to feel connected with peers and their local communities.
- In addition to specialist / targeted provision, the Council is seeking to ensure its mainstream universal services are disability confident, accessible and inclusive.
- Supporting Islington residents into employment is a priority for the Council and this is championed across Adult Social Care.

Key opportunities coming up

- The framework contract for 1:1 support and day opportunities for people with disabilities of all ages will be due for review and re-procurement ahead of July 2022.
- Service leads are currently engaged in an ambitious transformation programme linked to the in-house services – the aspiration of which is to modernise and future-proof provision.
- This programme of work also includes drawing on the expertise of an organisation who specialises in the development of small enterprises and community businesses to further enhance the LD community offer – this is due to start in the summer 2021.
- Commissioning will work with external providers to shape an offer that complements, rather than duplicates this activity.

Learning Disabilities (LD) accommodation-based services

Current provision

- There are currently 16 LD supported living services in Islington comprised of 148 units; one service is provided by LBI. The services support residents with LD whose needs vary from being largely independent to highly complex.
- Residents have their own tenancies with the relevant landlord and support needs are met by the on-site care providers who have been commissioned by LBI on long-term contracts via a Dynamic Purchasing System (DPS).
- A 'core & flexi' contract model has been implemented for all LD supported living services, which has increased choice and control for residents who can now direct their 'flexi' support via an Individual Service Fund.
- In addition, there are currently 2 LD residential care services in the borough comprising of 14 units and a residential respite provision which are all directly provided by LBI.
- Islington currently commissions 143 accommodation placements outside of the borough, including a small number of bespoke services for people who have been discharged from long-stay hospitals (Transforming Care).

Key commissioning aspirations

- The Council is committed to ensuring that people with learning disabilities are supported to live as independently as possible, in their local communities and close to friends and family.
- Existing LD accommodation-based services are high quality, however, demand exceeds supply, which results in some residents having to move outside of the borough. Supply of properties to meet the needs of LD residents with more complex needs is a particular area of challenge. The Council is committed to better understanding this demand, both now and in the future, in order to determine future commissioning intentions.
- Work also continues to embed the 'core & flexi' contract model, to ensure residents have true choice and control.

Key opportunities coming up

- The Council has recently appointed a contractor to build a new 11-unit supported living service within Islington. Windsor Street will increase LD supported living capacity in the borough and offer a procurement opportunity to support providers. We expect this opportunity to be published in 2023.
- The Council is always keen to hear from and work with prospective developer and provider partners who share our vision for people with learning disabilities and who are interested in developing new services. In particular, welcoming creative ideas for people with more complex needs and young people coming through transition.

Mental Health Employment Support/Individual Placement and Support

Current provision

- The Council and CCG commission one IPS (Individual Placement & Support) provider as part of its Integrated Care Pathway to support people with severe mental health difficulties into employment.
- The service provides intensive, individual support with rapid job searches followed by placement in paid employment, with time-unlimited in-work support.
- The current contract was established in 2019, as part of the Transformation Agenda; and the service has successfully supported people into employment; and helped people to retain employment throughout the COVID pandemic in 2020.
- The Council currently invests £247k per annum on these services.

Key commissioning aspirations

- The Council recognises that 'place then train' models, and IPS in particular, is an effective internationally recognised approach; that will support people with mental health problems in Islington to be supported to live well in their communities, to maximise their individual skills, and to be aware and make use of the resources and assets available locally. This will help them stay well and enable them to connect with activities that they consider meaningful.
- IPS is part of the Council's ambitious agenda to tackle inequalities in access to employment; which will be part of the Fairer Together Strategy going forwards.

Key opportunities coming up

- In line with the revised Procurement Strategy that includes a weighting for 'Social Value', the Council will be re-procuring a Mental Health Employment Contract in 2022 following the successful inception of the IPS Service; and will be looking to work with local providers, who understand and are committed to providing trauma-informed and strength-based preventative services that enhance the well-being of Islington residents.

Mental Health Recovery Pathway

Current provision

- The Council and CCG commission a recovery pathway for adults experiencing mental health challenges.
- A range of practical and emotional support is provided across multiple sites, with a focus on enabling people to better self-manage and improve their overall health and wellbeing, build resilience, and connect with their local communities.
- Services work in such a way that supports people to recognise and build their own strengths and talents to aid recovery.
- The recovery Pathway also provides an out of hours crisis café to support residents in the evening and weekend when other support services may not be available.

Key commissioning aspirations

- As part of Islington's strategy and commitment to embed a strengths based approach and to make services more accessible, responsive and flexible, it's commissioners' intention that all mental health community services, including day opportunities, will operate within an integrated pathway, meaning that residents can transition seamlessly between services as their needs change.
- The inclusion of peer mentors is an essential component of the mental health day opportunities and recovery offer, ensuring those accessing the pathway benefit from the insight and understanding of those with lived experience.

Key opportunities coming up

- The Council will be looking to further develop the integrated recovery pathway when the current contract ends in 2024. The new pathway model will reflect the mental health and wellbeing needs of the local population, be informed by local and national strategy, and reflect the ambitions and aspirations of Islington residents.
- Whilst there are no immediate plans to procure a new service, commissioners will be keen to engage with providers and other partners nearer the current contract expiry date.

Mental Health Accommodation Pathway (supported living and residential care)

Current provision

- Islington Mental Health Accommodation Services are commissioned as a three-tiered pathway – residential care (CQC-registered 24/7 care and support with personal care), high support supported living (24/7 support staff), and medium support supported living (support staff onsite every week day).
- In-depth review of the pathway highlighted current provision is not always proactively maximising people’s readiness for independent living and service models have not evolved to meet changing demand, best practice, and changes in the system. Lack of local mental health residential care placements is preventing people from returning to borough.
- In response, the Council are currently procuring new services for the pathway; purchasing a minimum of 24 mental health residential care places, and 174 supported living places. New services are due to start in February 2022.

Key commissioning aspirations

MH Accommodation pathway re-design and procurement will:

- Move focus from traditional models to more flexible and tailored support, that can adapt to meet increased support needs/comorbidities including physical health and care needs, substance misuse, and Autism-related needs;
- Enable more efficient and effective use of resources, ensuring consistency in cost and quality across services;
- Reduce waiting times and enable quicker access to accommodation, care and support;
- Build on and embed within practice improved resident choice and control, strengths based and trauma informed care approaches to proactively support residents’ recovery, independence and move-on;
- Enable more people to live locally, close to family, friends, a familiar health team and local community;
- Ensure integrated working between accommodation services and health, social care, and community services.
- Create opportunities to bring new buildings into the pathway that can accommodate residents with accessibility needs, including a purpose built development of 17 self-contained supported living flats.

Key opportunities coming up

- The current (2021) procurement exercise for the majority of the pathway will result in the introduction of 5 year contracts (with +2yr extension).
- Upcoming review in 2021/22 of Residential Care Service for older men with alcohol misuse care needs and comorbid mental health needs – sits outside of the wider accommodation pathway procurement exercise.

Multi-Disciplinary Team Floating Support Service

Current provision

- The Council currently commissions a single multi-disciplinary service to provide floating support for up to 750 residents at a time, including for people with learning disabilities, MAPPA support, and hospital discharge support.
- The aim of the service is to support people to retain their tenancies, with interventions lasting up to a year and occasionally longer due to the complexity and nature of some residents' needs (e.g. residents with LD.)
- Depending on the personal needs of residents, practical support provided includes support with resettlement, maximising benefits, applying for adaptations, referrals to other services (e.g. primary care), and hoarding help.

Key commissioning aspirations

- Following a review of the floating support service conducted in early 2021, commissioners will be working closely with current provider(s) to ensure it remains a core strategic function of our housing related support offer and continues to provide value for money.
- Work to this end will include a focus on supporting the Council in resettlement work, emphasising brief interventions for residents that require light touch support, amalgamating various contract variations into the core service offer, encouraging and facilitating further co-working with Housing colleagues, and supporting the service in embedding itself into the wider system of support to ensure improvements to appropriate signposting and referral where necessary.

Key opportunities coming up

- As the Council is in contract with current provider(s) until 2024, commissioners do not envision an upcoming procurement exercise for this service.
- Over the coming 2 years commissioners will begin pre-engagement with providers of tenancy sustainment services in planning for the longer term re-procurement of these services.

Supported Housing for Adults with Multiple Needs

Current provision

- The Council currently commission 4 organisations to provide 231 units of supported housing across 13 properties for adults with multiple needs. Multiple needs is a combination of single homelessness, substance misuse, ex-offending, trauma, and domestic abuse. The annual value of these services is c.£2.220m.
- Current provision meets a wide variety of needs with different schemes providing a mixture of 24-hour support, on-site staffing during the day, and visiting support services.
- The Council recently re-procured these services, with the latest contracts having been mobilised in April 2020.

Key commissioning aspirations

- Supported housing formed a vital part of the Council's successful "Everyone In" campaign during the COVID-19 pandemic – commissioners seek to continue the outstanding multi-agency work that underpinned this in future.
- Building on this, priorities includes continuing to improve relationships between supported housing providers and health services, increasing residents' accessing statutory services, and supporting the introduction of Team Around Me multi-agency meetings to ensure the wider system is flexible to the needs of residents.
- The Council will also be facilitating access to training on trauma-informed services for our providers, and working to secure external funding to support the embedding of psychological input into these services.
- This work will enable services to continue to meet the needs of wider partners, including Housing Needs, Probation, and Community Safety.

Key opportunities coming up

- In the coming 12 months, commissioners will be procuring a new service for adults with multiple needs from Stacey Street, a 30-unit property that is owned by the Council. The procurement of this service is supported by Rough Sleepers Accommodation Programme (RSAP) funding from the MHCLG, and will support the Council's wider objective of eliminating rough sleeping.

Housing First

Current provision

- Housing First is an internationally evidence-based intervention providing chronically homeless people who suffer from multiple disadvantage with stable homes and intensive support from which they can rebuild their lives.
- In Islington, Housing First clients are provided with Council housing that meets their specific needs, and supported via intensive, person-centred, and open-ended support from a Housing First Support Worker.
- Islington began providing a Housing First programme in May 2019 in a bid to try an alternative method of working with some of our most entrenched rough sleepers. The pilot began working with six residents, and has by now been scaled up to enable the service to work with 24 residents.

Key commissioning aspirations

- The service is a high performing one that has so far been successful in supporting some of our most vulnerable residents to remain in their new homes.
- In the short term, commissioners have been working with colleagues in Housing Needs, Community Safety, and the provider to improve the multi-agency infrastructure of support around the Housing First service. This includes implementation of a Housing First Panel that meets to agree new referrals into the scheme, and the implementation of a Housing First Strategy Meeting that meets to discuss continuous improvement to the service.
- In the longer term, we will seek to further expand this service to enable more of our most vulnerable people to receive this model of support.

Key opportunities coming up

- As LBI are currently in a contract until 2024, commissioners do not envision a procurement of this service in the short term. However, commissioners will engage with the market in advance of any future procurement exercises.

Commissioning Intentions: Age Well



Home Care

Current provision

- Home Care encompasses a range of services, including personal care and support, provided to people in their own homes to help them cope with disability or illness and to retain independence at home for as long as possible.
- Home Care services in Islington are currently provided through block contracts with two providers and spot contracts with many others. Spot provision is predominantly used to meet specialist and cultural needs.
- The Council spends c.£17.4m per annum on home care supporting approximately 1300 service users. Home Care is currently commissioned on a 'time and task' basis.

Key commissioning aspirations

- Supporting residents to remain well and independent at home for as long as possible is a key priority for the Council and high quality Home Care is key to this. Commissioners are seeking to develop a model of home care that:
 - Is underpinned by an enabling approach; promoting independence, health and wellbeing, and giving people control over the support they receive.
 - Enables choice from a variety of quality assured providers who are able to meet challenges in the sector.
 - Values its workforce – ensuring good pay, conditions, and development opportunities for staff.
 - Contributes to the local community and economy, delivering excellent social value.
 - Enables people to stay and live well in their own homes for as long as possible – reducing demand for care home placements.
- To enable this, commissioners are seeking to:
 - Work collaboratively with providers who share this vision, are person centred, and outcomes focused.
 - Move from a time and task approach to an outcomes-focused model.

Key opportunities coming up

- Commissioners are currently scoping and co-designing a service specification for an outcomes-focused home care model with health, social care, and provider partners. The associated tender opportunity is likely to be published in spring 2022.
- It is hoped that this approach will provide a more personalised and strengths based service for residents, make better use of community resources, create a more trust-based approach with providers, and improve local employment opportunities in the sector.

Extra Care Housing

Current provision

- There is currently one Extra Care Housing scheme in Islington, comprised of 99 units. 87 units provide long-term tenancies at social rent, 12 provide intermediate care. The service is rated 'Good' by the CQC.
- The Council commission a registered social landlord to provide all aspects of the service on a long-term contract.
- Current provision is primarily aimed at older residents but also meets a wider range of needs (e.g. related to learning disabilities.) There is currently no specialist (e.g. dementia) Extra Care provision in-borough.

Key commissioning aspirations

- Current Extra Care provision in Islington is high quality, however, there is insufficient supply to meet local needs. According to the Council's Extra Care Housing Needs Assessment, Islington is currently underserved by 153 units and by 2030, if no additional units are developed, Islington will be underserved by 283 units.
- To address this, the Council is committed to working with providers to develop additional high quality, social rent, Extra Care Housing in-borough. Please refer to the Extra Care Housing Needs Assessment (link in Useful Reports section) for detailed information about commissioning requirements (e.g. on size, provision type) linked to this.
- The Council sees development of additional Extra Care Housing provision as a key tenet of delivering a strengths-based, enabling, and independence-oriented care offer for older people.

Key opportunities coming up

- There are currently no planned procurement exercises related to commissioning of Extra Care Housing, however, the Council are always keen to hear from and work with prospective developer and provider partners who share our vision and who are interested in developing new provision.
- The Council is proactively seeking to identify sites for new Extra Care Housing developments and will actively engage providers should suitable opportunities become available.

Older People's Care Homes

Current provision

- Islington is home to a small, high quality older people's care home market with 8 homes providing predominantly nursing care, as well as residential and mental health care. There are 450 beds in in-borough homes.
- The Council holds strategically commissioned block contracts with five of the in-borough homes – purchasing 239 beds. Annual spend on block provision is c.£11m per annum. In addition to block provision, the Council spot purchases a range of placements in and out of borough at an annual cost of c.18.3m per annum.

Key commissioning aspirations

- Projections based on trends to date predict a 13% increase in new care home admissions for residents age 65+ by 2023/24 and a 32% increase by 2029/30.
- The Council is ambitious about excellent care home provision to meet the needs of residents who cannot remain in their own homes or in other accommodation-based services. Commissioners are keen to work with providers that offer high quality, personalised, strengths-based care and support. Our aim is that care homes are well-connected, at the heart of communities, active contributors to Social Value, and offer exciting employment opportunities.
- To support residents to stay close to home, commissioners are particularly keen to work with in-borough providers.

Key opportunities coming up

- Over the coming years commissioners plan to meet identified needs by:
 - Working with current providers to ensure best use of existing block commissioned resources; and
 - Working with local providers who are rated 'Good' or above on securing additional local provision.
- Commissioners will actively engage the market around any procurement opportunities.
- In addition to work undertaken at local level, commissioners are also open to working with North Central London partners should suitable opportunities arise to do so.

Older People's Day Opportunities

Current provision

- There is currently a spectrum of daytime opportunities available to older people in Islington ranging from age specific to all-age provision, specialist to targeted to universal provision, external services and LBI-delivered ones.
- Adult Social Care currently deliver two older people's day centres directly and commission a private sector provider on a long-term contract to run a third – these are for residents with Care Act eligible needs. Additionally, the Council fund various providers to offer social prescribing and community activities on an open access basis.

Key commissioning aspirations

- The Council aspires to commission, fund, and deliver a varied, high quality, flexible, and responsive daytime opportunities offer that supports older residents with a range of needs to maintain their wellbeing, feel connected and purposeful, and enables them to meaningfully contribute to their communities.
- Commissioners hope to improve join up across the offer to develop shared objectives and sharing of good practice.
- Alongside older people's specific provision, the Council is seeking to ensure its other universal services are dementia friendly and inclusive.

Key opportunities coming up

- There are no planned procurement exercises related to commissioning of older people's day services in the next three years. Service leads are currently engaged in an ambitious transformation programme linked to the in-house services – the aspiration of which is to modernise provision. Commissioners will work with the incumbent external provider to develop a 'gold standard' dementia service to complement this.
- Please refer to the 'Preventative Services' section for information about future opportunities linked to open access community services.

Prison Care Services

Current provision

- There is currently one Prison Care Service in Islington, based at Her Majesty's Prison (HMP) Pentonville.
- The current contract runs from 1st April 2021 to 31st March 2023.
- The Council currently spends c.£167,000 per annum on this provision.
- The service is designed to meet the needs of prisoners who are eligible for care/support under the Care Act.

Key commissioning aspirations

- Recognising the barriers and challenges faced by this client group, our aspiration is that the service will ensure adults in prison with social care needs are identified, aware of their rights under the Care Act 2014, and receive the appropriate care, support, advice, and signposting to enable them to maintain their health, ability to live independently, and wellbeing.
- In future, commissioners are keen to work with providers to enable delivery of a more holistic model of care and support, incorporating primary care, to meet prisoners' needs and deliver good value for money.

Key opportunities coming up

- The next planned procurement exercise for this service will be June 2022.
- In advance of this, commissioners will be undertaking market engagement with prospective providers to shape the service offer and learn from good practice elsewhere.
- It is currently commissioners' intention to procure the service with NHS partners as part of a wider prison primary care and social care contract, underpinned by a holistic model of care.

Commissioning Intentions: Enablers



Early Intervention and Prevention

Current provision

- Currently, the Council invests in a range of early intervention and prevention services for adults. The offer includes lunch clubs, day centres and activities, wellbeing information and advice services, accessibility and inclusivity support services (such as language support), and proactive mental health support services.
- Islington residents, staff, health partners, and providers can access details about these services on the [Islington Council Directory](#).

Key commissioning aspirations

- Through the Islington Fairer Together Borough Partnership, funders and providers are working together to establish a new cohesive Early Intervention and Prevention offer.
- The new offer will promote supported-self-management and personalisation, be strengths-based, and support Islington residents to access needed help at the earliest point. The aim of this is to maximise and maintain residents' independence and wellbeing.
- Additionally, this development work aims to simplify contract arrangements and provide more financial sustainability for the early intervention and prevention offer.

Key opportunities coming up

- The re-procurement of the Islington EI&P offer is likely to take place towards the end of 2021. To inform decision making and development of the vision, commissioners will be considering and would welcome provider input to:
 - Market development events
 - Determining the scope of the re-procurement
 - New contracting arrangements for example Alliance Contracting
 - Outcome focused commissioning that will help reduce inequalities and increase choice and control.

Carers' support

Current provision

- Adult Social Care commission the Islington Carers Hub (ICH) to deliver support for adults providing care for loved ones in-borough. The Council additionally commissions specialist young carers and Learning Disabilities carers' provision.
- ICH provides a variety of support for adult carers including information and advice, peer support groups, case management, and training. The Hub also delivers Care Act compliant carer assessments.
- The annual contract value for ICH is £332k.
- As of May 2021, 3227 carers are registered with ICH. It is estimated that there are at least 14,000 carers in Islington who are not known to services.

Key commissioning aspirations

- Carers play a vital role in society, supporting the health and care system, and supporting the lives of their loved ones. LBI wants carers to feel valued and supported and commissioners aspire to make Islington a carer-friendly borough.
- To ensure carers feel well-supported, in line with feedback from carers, commissioners expect that services will:
 - Be proactively accessible, including in identifying hidden carers;
 - Enable access to the right support at the right time to maintain wellbeing;
 - Fully co-produce their offer to ensure it meets carers' expectations, needs, and aspirations;
- Commissioners are also keen to explore the potential of an improved digital offer to support a wider carer cohort.

Key opportunities coming up

- The Islington Carers Hub contract will be re-procured in summer 2021 to commence in February 2022. Commissioners are looking to work with an innovative provider who can:
 - Take an outcome focused approach to meet carers' needs in a variety of ways;
 - Create partnerships across the borough to identify and support new and hidden carers; and
 - Take a strategic role championing carers' issues and work with partners across sectors to make Islington carer friendly.
- Ensuring carers' voices are central is key. The procurement will be coproduced and it is expected that the service continues to be coproduced with carers in terms of development, delivery, and quality assurance.

Integrated Community Equipment Service (ICES)

Current provision

- The Council commissions ICES to provide items of equipment that enable residents to live safely and independently at home. The service provides equipment ranging from simple aides such as a walking stick or raised toilet seat to more complex equipment like beds and hoists.
- The current ICES service is procured via a Pan-London Consortium, led by the Royal Borough of Kensington and Chelsea on behalf of 21 London Boroughs. The current contract is due to expire in March 2023.
- Islington's contribution to the ICES contract is funded via a pooled health and social care budget. Islington currently invests £1.5m per annum. In 2020-21, the service delivered 16,744 items and collected 7537 items.

Key commissioning aspirations

- Community Equipment is a key preventative resource in the health and social care system, ensuring residents can be discharged home safely, remain independent at home, and are enabled to have choice and control in their lives.
- Accordingly, the Council has high standards for ICES provision and expects it will:
 - Facilitate good communication with prescribers;
 - Be equipped with a fit for purpose responsive ordering system that includes the function to make urgent orders and manage stock;
 - Maintain an efficient, effective, and accountable complaints and feedback system that drives continuous improvement and ensures residents needs are well-met.

Key opportunities coming up

- Commissioners are currently scoping a detailed options appraisal into the best approach for delivering this service.
- The decision as to whether Islington will remain in the Pan-London Consortium for the next procurement cycle will be made before November 2021.
- Should the Council choose to leave the Consortium, any new service would need to commence by 1st April 2023.

Assistive Technology (AT)

Current provision

- The Council currently delivers an in-house telecare service that is well regarded and reaches a good volume of residents. The current service predominantly supports older people and delivers a traditional service, chiefly using alarms and sensors, with a focus is on keeping people safe. The Council currently invests c£1.3m per annum on Assistive Technology.
- Commissioners recognise that there is huge potential for the Telecare service to support a greater number of Islington residents; a wider range of residents; and to offer a wider range of technologies to support independence and enhance wellbeing. We are therefore embarking on an ambitious transformation of the service to mainstream assistive technologies as part of our core social care offer.

Key commissioning aspirations

- Expanding use of AT is a strategic priority for Adult Social Care – Islington leaders are ambitious and want AT to be at the forefront of the person-centred, strengths-based care and support offer. Commissioners expect this will:
 - Promote independence by delaying, reducing, or preventing the need for care, using AT instead of, rather than as well as, more intensive packages of care
 - Reduce hospital admissions and accelerate hospital discharge
 - Help to safeguard and protect vulnerable adults from harm
 - Ensure a positive experience of AT as part of people’s care and support experience.

Key opportunities coming up

- The Council will be transforming and expanding the assistive technology offer through both pathway and equipment innovation, reaching a wider range of residents with complex needs, including learning disabled residents and residents with mental health needs. Commissioners project that this will require additional investment of c£1.3m over the next 5 years.
- Through an increase in the range of equipment available, such as GPS trackers and the use of GSM devices, the Council will transform the service into a more preventative offer, reducing reliance on core services.
- Commissioners welcome conversations with providers of Assistive Technology to inform development of the new offer and will engage the market should commercial opportunities arise.
- Commissioners are keen to work with care providers who want to be part of this transformation and are prepared to use assistive technologies as part of the suite of care tools that support and enhance independence of residents in their services.

Commissioning Procurement Intentions: Enablers

Healthwatch

Current provision

- Healthwatch Islington is commissioned to:
 - Play a vital role as the independent consumer champion for health and social care;
 - Promote and support involvement of people in the planning, commissioning, delivery, and quality assurance of health and social care services; and
 - Provide information and advice to help people access and make choices about services.
- Healthwatch's remit includes partnership working with under-represented local community groups to understand and make recommendations to address barriers to access and engagement.

Key commissioning aspirations

- Islington Healthwatch is well established as a key strategic partner in the Fairer Together Borough Partnership, working with statutory and voluntary sector partners to tackle inequality and inequity and promote fairness.
- Through Islington's Integrated Care Board, with its focus on local health and care integration, Healthwatch will be instrumental in holding health and social care partners to account, sharing intelligence including views and experiences of residents, and supporting the partnership to develop support and services that provide the right support at the right time.

Key opportunities coming up

- The local Healthwatch service is commissioned until March 2022. The Council will therefore be commissioning a new Islington Healthwatch contract to start from April 2022.
- It is vitally important that the provider of Islington Healthwatch is experienced at delivering Healthwatch services and has detailed knowledge of Islington, its residents and its provision and services. For this reason commissioners will welcome tender from providers who have such experience and are based in Islington or neighbouring boroughs.

Single Advocacy Service

Current provision

- The Council commissions a Single Advocacy Service, with an annual budget of c.£392k.
- The service provides a single gateway into advocacy provision for adults with health and social care needs in Islington, as well as residents who live outside the borough where Islington retains statutory responsibility.
- The functions provided by the service are IMCA, IMHA, ICSA, ICAS and non-statutory community advocacy.

Key commissioning aspirations

- The Single Advocacy Service is due to be re-procured in the year ahead (see below.) Commissioners intend to retain and build on the integrated model of delivery, which has proven successful.
- The reprocurement will enable services to meet new requirements linked to upcoming legislative changes, including The Mental Capacity (Amendment) Act, which replaces the Deprivation of Liberty Safeguards with Liberty Protection Safeguards.
- In addition, the reprocurement will enable commissioners to meet internal priorities including but not limited to maximising Social Value; aligning with our Challenging Inequalities Programme; and aligning with the Council's Fairer Together Programme.

Key opportunities coming up

- The contract for the Single Advocacy Service expires at the end of May 2022, with no further options to extend. Commissioners will therefore be working with providers, professional stakeholders, and residents in the coming months to prepare for the re-procurement of this service.
- Commissioners across Islington and Camden share aspirations to jointly procure this service across the two boroughs. This service will retain the integrated model of the current Islington service.

The Appropriate Adult Service

Current provision

- The Council currently commissions an Appropriate Adult Service from an external provider, in partnership with the London Borough of Camden and the Metropolitan Police.
- The service provides support to children and vulnerable adults in custody where parental, carer, guardian, or relative support is unavailable or has been declined.
- The service is purchased on a cost and volume basis, by which the Authorities pay per hour for what is utilised. The estimated contract value for Islington is £315,000 for the 5 year period, based on current utilisation levels.

Key commissioning aspirations

- The Council is ambitious about providing a high quality service offer that:
 - Safeguards the interests, rights, entitlements, welfare, and dignity of children and vulnerable adults who are suspected of a criminal offence;
 - Ensures children and vulnerable adults are treated in a fair and just manner and are able to participate effectively in procedures related to the investigation and/or their detention;
 - Enables greater integrity and better quality of evidence in the criminal justice system that reduces both the risk of evidence being excluded at trial and the risk of miscarriages of justice
- In the coming years work will continue with partners, including the Metropolitan Police, to ensure the service is sufficiently resourced to meet demand and statutory requirements.

Key opportunities coming up

- The current contract is due to run until 31 March 2026, with no option to extend. There are therefore no planned procurements expected in 2021-24.
- Commissioners will engage with providers in advance of any future procurements.

Useful reports

To find out more about Islington and the issues covered in this statement, check out the following reports:

- [Fairer Together 2020](#)
- [Islington Progressive Procurement Strategy 2020-27](#)
- [State of Equalities in Islington Annual Report 2020](#)
- [Camden and Islington Annual Public Health Report: Ageing Well](#)
- [Islington Challenging Inequalities Strategy](#)
- [Vision 2030: Building a Net Zero Carbon Islington by 2030](#)
- [Local Plan Specialist Housing Topic Paper \(inc. Extra Care Needs Assessment\)](#)



Contact details

Market engagement and procurement opportunities:

To find out more about upcoming Islington Council Adult Social Care market engagement and procurement activities keep an eye on the [London Tenders Portal](#).

Commissioning Team contact details:

To find out more about any of the areas covered in this MPS, please email contracts@islington.gov.uk.

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