



Lancashire APL Supported Living Provider Forum-2nd July 2025

Provider Forum and Provider Workgroup



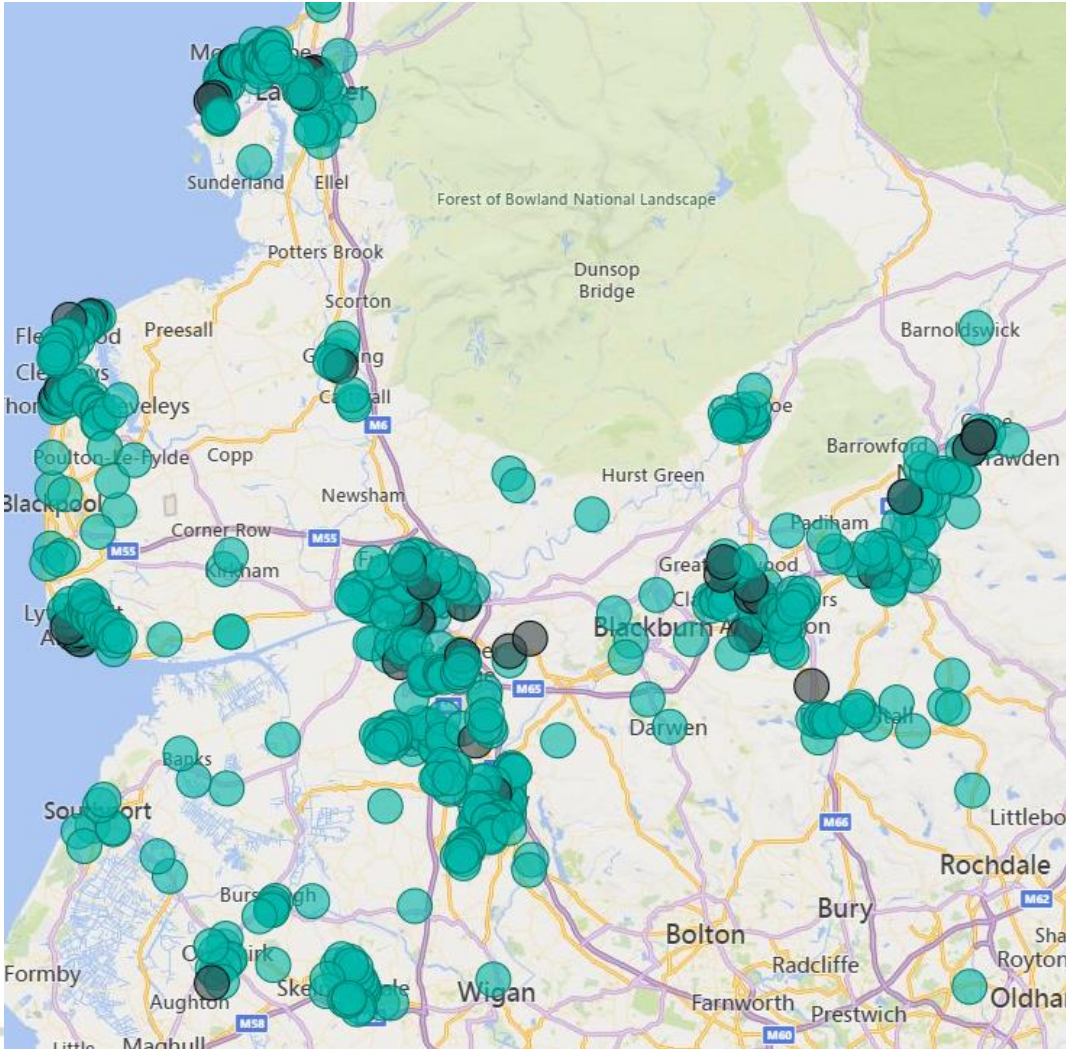
Provider forum (Quarterly) – need 2 chairs representing LDA and MH. To be held quarterly Anyone volunteering can you email Age Well Policy, Information and Commissioning awpicomm@lancashire.gov.uk



Provider Workgroup (6 weekly) – representative of LDA and MH but also by geography and size of provider. Max 12 people, 1 per organisation. If interested, email Age Well Policy, Information and Commissioning awpicomm@lancashire.gov.uk



Supported Living Market – Lancashire



Currently 93 providers on the Approved Provider List

1,850 people supported (including LCC In-House)

16% MH and 82% LDA (2% other)

Of these 1850 people, 400 are in apartment settings (additional 189 in pipeline)

Total Spend currently £2.6m per week (£135m)

LCC – Immediate Priorities

- **Annual Service Development Plans**
- Some service contracts are now coming to an end – the ASDP will form the basis of the decision by LCC either to award a further contract or not and Call Off Process could apply.
- Acceptance that these have not been monitored as well as we would like but there are plans in place for this to change – recognition for the efforts made by providers in identifying efficiencies, need to work together to achieve efficiencies.



LCC – Immediate Priorities

- **Support Voids and Rent Voids**
- Recognition of the high cost of these and that LCC needs to have improved processes in place to manage these. These are currently costing LCC £ millions each year.
- Need to be more proactive. Will be forming an action plan as to how to manage these going forward and will be in conversations with you as providers – you are key to minimising these costs.



LCC – Immediate Priorities

- **No Speculative Developments**
- There have been recent instances of providers opening new settings without any consultation with LCC
- This creates immediate problems if social workers then begin to place people without any agreement on numbers of units/apartments or any agreed costs. Can lead to short agreements/contracts.
- Also this is at huge risk to the provider as its likely LCC will not place anyone in settings which have not been agreed



Changes at LCC – Julie Dockerty Interim Head of Service (1)

Our Council Plan 2025 - 2030

Our vision

We are building a better Lancashire where everyone can live their best life through stronger communities, a growing economy and high-quality public services.

Our ambitions



Better lives for all

We will ensure more children and young people have the best start in life, families are more resilient, adults are supported to live more independent lives, and that everyone can live a healthy and happier life.



Economic ambition

We will work with the business community to equip people with the right skills to secure rewarding work, invest in Lancashire, improve transport and digital connectivity, and grow the local economy.



Stronger communities

We will ensure our communities are safer and more resilient, encourage people to play their part, promote our rich heritage and culture, and protect our environment for future generations.



Thinking differently

We will focus on delivering high-quality public services, providing the right help at the right time, embracing digital and technological innovation and developing the best possible workforce.

Our values

- Supportive
- Innovative
- Respectful
- Collaborative

Working together

- With residents
- With partners
- With councillors
- With colleagues

Being accountable

- Managing performance
- Delivering our priority programmes
- Balancing our budget



Living Better Lives in Lancashire

Living Better Lives in Lancashire (LBLiL) is a vision for Adult Social Care, offering support to Lancashire residents to live as independently as possible.

We are committed to delivering strength-based support which:

- Offers advice, information and signposting to support, which is close to where people live, to prevent, reduce or delay the need for formal social care support
- Offers short-term support (up to 6 weeks) to enable people to regain skills, confidence and independence so that they can live at home safely where it is possible for them to do so
- Ensures that when adult social care does assess people against Care Act (2014) eligibility that we do so in a timely way and offer support which enables them to live their best lives

Practice led Transformation will:

Achieve better outcomes with the people we work with

Work alongside support already available at a neighbourhood level

Ensure we use our resources in a smarter way to meet Care Act duties

Empower the social care workforce to be confident and competent

Ensure the Adult Social Care workforce understands and applies strengths-based practice in supporting Lancashire residents

Listening to people with lived experience and treating them as equal partners in shaping future support



Creativity & innovation

LBLiL Values

Listening to our communities



Embracing collaboration with staff, providers and partners

Making use of information and data to inform our decision making



What does this mean for the people we support:

- "I matter"
- "I will be listened to"
- "I will have care and support that is coordinated, and everyone works well together and with me"
- "I will have care and support that enables me to live as I want to, seeing me as a unique person with skills, strengths, and goals"
- "I will be supported close to where I live"
- "I will be asked about my experiences and my suggestions for improvement"

What does this mean for social care professionals:

- We will ensure practitioners have access to strengths-based training to facilitate a culture change process to deliver our new vision for our people and our communities
- We will build upon the core values of social care practice within our new approach
- We will enable creative, effective and collaborative working
- We will experience a richer working environment with high satisfaction rates for staff and the people we serve
- We will significantly reduce bureaucracy, ensuring it is at the minimum that it needs to be
- We will ensure that our systems are improved and support best practice

And our partners and care providers:

- We will develop connections with our VCFSE sector, and as equal partners develop agreements on how we work with some groups
- We will become data led to support our new ways of working, to improve lives and to support people to live a good life
- We will change what we do through adopting a strengths focused, community first commissioning strategy
- We will adapt our culture, basing it on shared values, and shared values across all our teams

Underpinning our work - 9 key themes that underpin all of our change, improvement and innovation work

1. **Working alongside** our residents and communities to hear their voice, tackle challenges together and build resilience
2. **Focus on prevention and early intervention**
3. **Embracing digital** to enhance both the customer experience & our productivity
4. **Being insight led**, utilising data to inform delivering the right services to the right people in the right way
5. **Rethinking our estate** to deliver effective and efficient services Seeking opportunities to **collaborate with partners**, joining up support for local people in local communities
7. Constantly seeking opportunities for innovation, **learning from leading practice** within and outside the organisation
8. **Building a leading workforce**, equipped with the mindset, skills and capacity to deliver
9. **Taking a whole council approach**, to collaborate and address significant challenges and opportunities



Changes at LCC — Julie Dockerty Interim Head of Service (2)

Helen Coombes Executive Director spoke to providers about the need to stabilise the adult service leadership

3 Director appointments 2 x Operations 1 x Commissioning

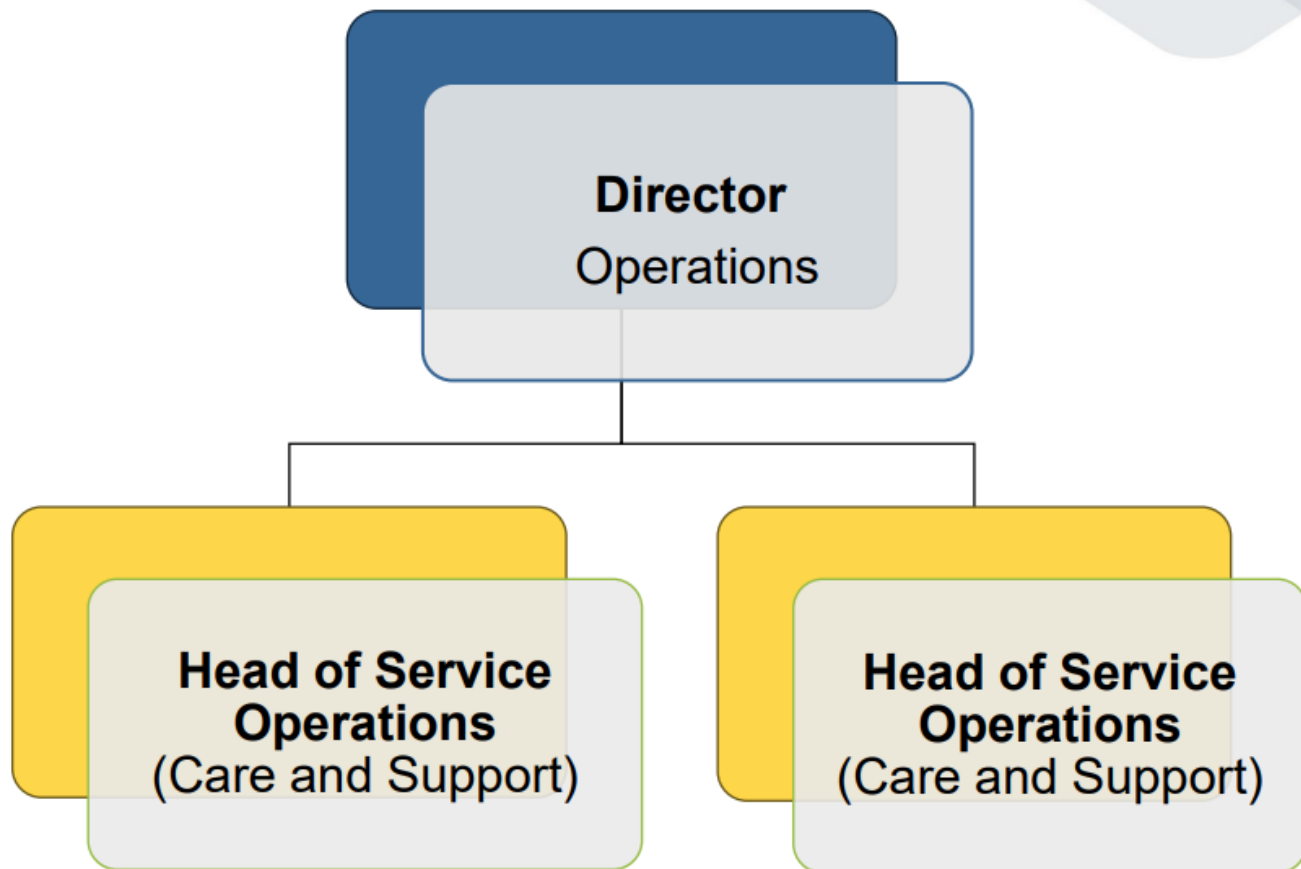
Head of Service Structure — Next week 8 roles - Broader remits

- 3 commissioning including Quality
- 5 operational

August Implementation



New Head of service operations for LD&A will include community teams and LCC adult Disability service (supported Living Services)



Challenges

- People with very high individual support
- Number of Joint reviews with NHS colleagues
- Best practice and models – opportunity to coproduce and transform
- Further conversations needed to consider support for people with fluctuating need



Delivery of new supported living

Since 2019 we have delivered 187 new units of supported living across Lancashire and retired 171 units

Housing with Care Strategy 2018-2025-focus on own front door and retire smaller properties- to be refreshed in 2025 to reflect current priorities

Currently we have a further 189 new units in our development pipeline which is made up of:

North Lancs – 34 new units for adults with a learning disability or autism

Central Lancs – 83 new units for adults with a learning disability or autism

East Lancs – 23 new units for adults with a learning disability or autism

Across Lancs 19 new units for Mental Health provision and 30 for the Older Persons and Physical Disability Service



North Lancashire

- 12 flats for ASC and 4 bungalows for OPPD- Thornton Cleveleys-Golden Lane HA –Making Space care provider, handover August 2026
- 12 flats St Andrews Rd South- Progress HA will purchase on completion ,care provider is Swanton care-planning TBC- handover June 2026
- 10 Flats-Lancaster- planning application submitted- mini competition TBC



Central Lancashire

- 14 Flats Eldon Street, Preston- landlord Progress HA-Affinity Trust care provider-handover August 2025
- 8 flats Wigan Rd, Ormskirk- landlord Golden Lane HA – Linkability care provider handover August 2025
- 12 bungalows, Back Lane, Skelmersdale-landlord Care HA-Care provider Community Integrated Care-handover August 2025
- 12 flats,Brooke Street,Chorley- Golden Lane HA-Glenelg –handover August 2025



Central Lancashire

- 10 apartments for LDA & 10 bungalows for OPPD, Chorley-landlord Empower-planning application – possible handover Dec 2026
- 7 flats & 1 bungalow- Progress HA- planning application- possible handover date Dec 2026
- 10 flats, Ingol,Preston-TBC-planning application submitted
- 8 flats,Skelmersdale-Tawd Valley- TBC



East Lancashire

- 13 flats-The Exchange, Colne- landlord Empower- care provider Swanton Care with handover summer 2026
- 19 bungalows-Padiham, Burnley-split between 10 LDA and 9 OPPD- landlord Calico-mini competition TBC handover 2026



Mornington Road Apartments in Preston

- 13 apartments
- 6 x one bed ground floor apartments and 7 x one bed first floor apartments
- Developer was Weaver Finch , Housing provider is Care Housing Association
- Care provider is Lancashire County Council Domiciliary team(decommission properties)
- Started on site January 2023, opened February 2024



Waterside bungalows- Brierfield

- 7 x 2 bed bungalows for adults with a learning disability or autism, and a physical disability
- Open market properties, handed over June 2025
- Landlord is Empower Housing Association
- Care provider is Alternative Futures Group, who have decommissioned 4 properties



Brooke Street, Chorley

- 12 x 1 bed apartments for adults with a learning disability or autism
- Started on site in April 2024 will be due for handover August 2025
- Landlord will be Golden Lane HA
- Care provider in Glenelg



Back Lane, Skelmersdale

- 12 x 1 bed bungalows for adults with a learning disability, autism or a physical disability
- Started on site in May 2024 due to be handed over August 2025
- Housing provider is Care Housing Association
- Care provider is Community Integrated Care



Wigan Road, Ormskirk

- 8 new apartments for adults with a learning disability or autism or a physical disability
- Expected handover August 2025
- Golden Lane Housing Association are the landlord
- Care provider is Linkability



Eldon Street, Preston

- 14 new apartments due August 2025
- 4 ground floor apartments with 2 fully wheelchair accessible
- Developer and housing provider is Progress Housing Association
- Affinity Trust are the care provider



67-69 Clifton Drive, Lytham St Annes

- 10x 1 bed apartments and 1 x 1 bed bungalow for adults with a learning disability, autism or physical disability
- Due for handover June 2025
- Care provider is One Fylde who-decommissioned 3 properties.
- Halo Housing Association are the housing provider



151 St Andrews Road South, Lytham St Annes

- 12 x 1 bed apartments for adults with a learning disability, autism or physical disability
- Property to be demolished- Expected handover September 2025
- Landlord will be Progress Housing Association
- Developer Specialist Supported Housing
- Care provider will be Swanton Care





Changes to APL Service Contract Payment Terms

APL service contract payment terms are changing from '*30 days in arrears*' to '*within 30 days*' from the date of receipt of the relevant undisputed confirmations.

A formal communication will be shared with providers with existing service contracts confirming the change.



Submitting Key Performance Indicators (KPIs)

KPIs for the next reporting period (due 15th July 2025) are to be submitted on the spreadsheet emailed to providers with active service contracts.

If anyone has any queries or issues with submitting KPIs via the spreadsheet, please email contractmgmt.care@lancashire.gov.uk



Start-up Meeting Agenda Review

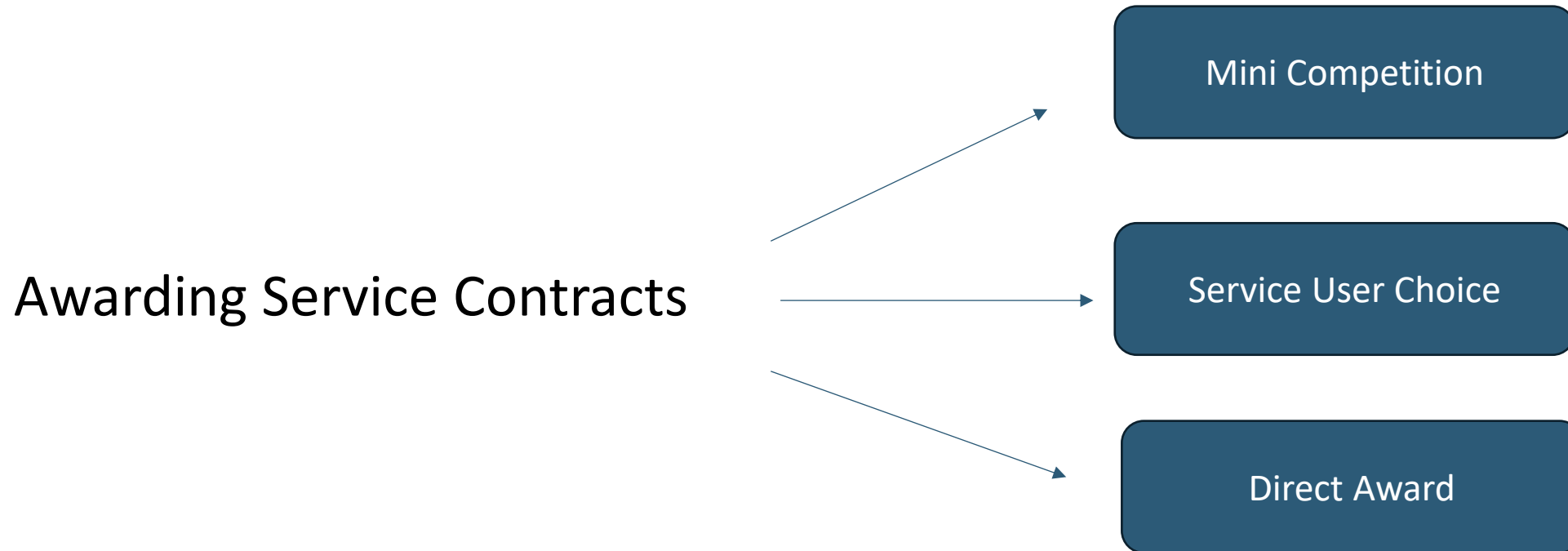
We are currently reviewing the service contract start up meeting agenda to ensure...

- Key areas of service delivery are in place
- Contractual obligations are understood
- Queries are resolved at an earlier stage of service delivery

If anyone has any suggestions on what you would like to be included in the start up meeting agenda, please send them to contractmgmt.care@lancashire.gov.uk



Procurement Update – Service Contracts



Mini Competition

We're currently reviewing the Mini Competition call-off procedure to...

- ✓ Ensure a clearer and more effective process
- ✓ Ensure the process to award Service Contracts is proportionate

Feedback is welcome on the current process to inform our review



Proposed Mini Competition Changes

What are we wanting to improve?

Commissioning single tenancy support.

How are we going to improve this?

We're developing a process which will be managed via the Care Navigation team.

What does this mean for APL providers?

Providers may receive requests direct from Care Navigation that require a response. These can relate to (including but not limited to):

- Client Group
- Geographical Location
- Specific Individual Service Plan(s) (ISPs)
- Specific start date

How is this different to a Mini Competition?

This allows us to carry out the process with reduced timescales

Award criteria will be proportionate developed to select the most suitable provider to meet requirements



Questions Answers



Suggestions for future agenda items



Next meeting

- Thursday 24th September 2025

