

**SUNDERLAND CARE AND SUPPORT LTD – ANNUAL SCRUTINY UPDATE****REPORT OF THE CHIEF OPERATING OFFICER****1. Introduction**

Sunderland Care and Support Ltd was formed on the 1st of December 2013, as a Local Authority Trading Company (LATC) which is 100% owned by Sunderland City Council. Sunderland Care and Support exists to support people to achieve their best quality of life and our aim is to be providing care and support at the heart of our community. Everything we do is driven by the need to benefit the communities we serve and we strive to listen to the people in those communities to understand better how we can support them. The strength and quality of the services we provide are directly related to the strength and quality of our front-line colleagues and managers.

**1.1 The company's aims are:-**

- **Ensuring future sustainability of services** – Sunderland Care and Support will offer a flexible and adaptable approach which enables these important services to become more sustainable. The company will expand and sell provision to people with personal budgets and direct payments and generate income from other sources not accessible to the Council.
- **Promoting greater choice for customers** – Sunderland Care and Support will trade commercially with customers in a way which will enable customer led transformation and service re-design to facilitate greater customer choice and control through the use of personal budgets and direct payments and in line with market forces.
- **Improving performance and productivity** - Sunderland Care and Support will achieve improved performance in service delivery by providing the current services in a more flexible and commercial manner with reduced overheads and more efficient service delivery.
- **Involving the workforce** - Sunderland Care and Support will ensure its workforce is engaged in the work of the company in order to develop an entrepreneurial and customer focused culture, that rewards improved performance, drives productivity and job satisfaction.
- **Supporting the Council's vision to become a Community Leadership Council** - by developing an alternative model of providing Adult social care services within the resources available, ensuring the right outcomes are delivered for the city and its people.

## 2. Services Provided by Sunderland Care and Supported

Equipment and Prevention Service	Recovery at Home Service	Supported Living Service
<ul style="list-style-type: none"> <li>• Home Improvement Agency</li> <li>• Community Equipment Service</li> <li>• Sunderland Telecare Technical Service</li> </ul>	<ul style="list-style-type: none"> <li>• Farmborough Court</li> <li>• Reablement and Telecare Response service</li> <li>• Intermediate Care Hub</li> <li>• Villetta Lodge Assessment Unit</li> <li>• Hilcrest Assessment Unit</li> <li>• Support Time and Recovery Workers</li> <li>• LD Outreach Team</li> <li>• Short Term Assessment Team</li> </ul>	<ul style="list-style-type: none"> <li>• MH Supported Living</li> <li>• LD Supported Living</li> <li>• Residential Care (LD)</li> <li>• Fulwell Community Wellbeing and Resource centre</li> <li>• Washington Community Wellbeing Resource Centre</li> <li>• Grindon Mews Community Wellbeing Resource Centre</li> <li>• The Close Short Break Service</li> <li>• Grindon Lane Short Break Service</li> <li>• Doric View Short Break Service</li> <li>• Shared Lives Scheme</li> </ul>

## 3. Business review

3.1 Since the 1<sup>st</sup> of December 2013, Sunderland Care and Support has worked hard at establishing itself both corporately and financially so that, as a new organisation, the company is able to operate in an open and transparent way whilst providing high quality local services for local people.

3.2 Since its establishment, Sunderland Care and Support has continued to develop and seek ways to improve to ensure that all the services it provides are of an excellent quality.

3.3 Some key developments and success have included:-

- Delivered £ 3 million efficiency savings
- Full compliance with Care Quality Commission Inspections
- Recruitment of over 140 new Care and Support staff
- Welcomed and integrated services and employees of Care and Support Sunderland Ltd ( Council took over this company which was formally Choices Care when that company went into administration)

- The development of a 64 place Apprenticeship scheme offering both Care and Business Administration placements
- The winning of new business which has included:-
  - Grace House, Children's Short Break Service
  - Rennie Road a Supported Living scheme for people with Mental Health needs
  - Thornhill Gardens a Supported Living scheme for people with Learning Disability
- Signing of a strategic partnership between Sunderland College and the company. This partnership has enabled the company to deliver a wide range of training and learning opportunities for all colleagues within the company.
- All company policies and procedures have been reviewed and updated
- The company each year supports local charities. Colleagues and customers throughout the year fundraise for these charities. This year the charities that have been chosen are Age UK, Grace House and Carers Centre
- Won the Sunderland Echo Business Award 2014 for being 'The Employer of the Year'
- Seen a reduction in the number of days lost due to illness by 5 days on average per each employee
- High levels of customer satisfaction with services
- Becoming a key partner in the City of Sunderland Vanguard site. In 2014 the NHS invited individual organisations and partnerships to apply to become 'vanguard' sites for the new care models programme, one of the first steps towards delivering the NHS Five Year Forward View and supporting improvement and integration of services. Sunderland was chosen as a Vanguard site and Sunderland Care and Support is a key partner. Sunderland Care and Support helps to deliver Recovery at Home Services.

### **3.4 What is the Recovery at Home service?**

- The Recovery at Home service aims to support people with health and social care needs to stay in their own home rather than being admitted to hospital or into long term care. It provides support to people when they are discharged from hospital, helps people to remain independent and helps to identify any on-going needs.

- The service provides a multidisciplinary rapid response 24/7 service and can undertake assessment for health and/or social care needs. The service develops plans of care to provide support to prevent a hospital admission, or facilitate timely discharge.
- The service provides support tailored to individual needs which could be any combination of short term rehabilitation or care package, nursing or therapy input. GP support is also available within the service. The service has access to bed based services at Farmborough court should people require more intensive support, than can be provided in their own home.
- The service operates 24 hours per day, 7 days a week and the service can respond quickly to provide support during times of illness or potential crisis. We aim to support people to regain function, skills and confidence, to live independently for as long as possible, and to prevent hospital admission or readmission.
- Recovery at Home service is for anyone over the age of 18, who lives in Sunderland or who is registered with a Sunderland GP and needs short term health and or therapy care, support to regain their independence and or to rebuild confidence. The service can visit anyone whether they live in their own home, residential care or nursing home.

#### **4. Governance Arrangements**

4.1 Sunderland Care and Support has the following governance arrangements in place:-

- Board Structure- The Company has a board which is responsible for all aspects of the company's business- currently the Board Members are Cllr Anne Lawson ( Chair) Cllr Jill Fletcher and Cllr Amy Wilson.
- Contract meetings- Each quarter the company is monitored and performance reviewed by the Council against its contracts.
- CQC inspections- All of the company's registered services are inspected by the Care Quality Commission.
- Audits; The Council carry out audits of services.
- Joint Consultative Forum (JCF). The company has established a JCF which meets on a monthly basis with Unions to discuss any work related issues. The Unions recognised by the company include, UNITE, Unison and GMB

- Carers Group: The Company has an independent Carers Group which monitors activity and service delivery within the company and is regularly consulted upon on changes to company's policies and procedures.

## **5. Principal risks and the future**

- 5.1 Sunderland Care and Support recognises the challenges due to the continued need to respond effectively to the efficiency savings required by the Council due to Government reduction in social care funding, whilst at the same time having to respond to the changes in Health and Social care.
- 5.2 Sunderland Care and Support also recognise that changes will continue to take place in the services and contracts; as more and more services are delivered differently i.e.in communities rather than in hospitals in an integrated approach between Health and social care and Sunderland City Council seek ways to ensure all services are cost efficient and effective
- 5.3 There is the further challenge of responding effectively to expanding needs as people live increasingly longer but with increased frailty and complexity of the conditions that they are trying to cope with, especially dementia. Whilst the recent Government Budget paints a very gloomy picture for the next few years, there is room for optimism as the company seeks to grow its business by offering great services directly to the people who need them and look to expand its services into other parts of the North East.
- 5.4 Everyone who works in Sunderland Care and Support continue to work tirelessly to provide the highest quality of service. Sunderland Care and Support is proud to employ such dedicated, hardworking and compassionate individuals, who seek to improve the lives of customers, families and carers at every opportunity
- 5.5 Our aims for the forthcoming year are to continue to play key role in the delivery of health and social care across the City of Sunderland, working with our partners to ensure that services are personal to all individuals, meeting their specific requirements.
- 5.6 A key focus for us will be developing and expanding the Intermediate and Reablement services involving us in key work with the CCG and Local Authority commissioners. Sunderland Care and Support also recognises the need to work in partnership with other organisations in both the private and public sector. This remains a key priority for the forthcoming year.
- 5.7 The company working closely with the Council intends to move to the next stage of the journey that was set out for us when we transformed into a LATC , which is to move to becoming a mutual organisation , with all employees having a stake in the running of the company.

5.8 Over the next few years are many challenges to face, but Sunderland Care and Support is ideally placed to continue to grow and cement our position as the provider of choice.

## **6. CONCLUSION**

6.1 The information is presented to the Scrutiny Committee to show the progress of Sunderland Care and Support throughout 2014/15.

## **7. RECOMMENDATION**

7.1 The Scrutiny Committee is recommended to consider and comment on the progress of Sunderland Care and Support.

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