

SUNDERLAND CARE AND SUPPORT ANNUAL REPORT

REPORT BY CHIEF OPERATING OFFICER

1. Purpose of the Report

- 1.1 The report presents to Scrutiny Committee, Sunderland Care and Support's Annual Report for 2019.

2. Background

- 2.1 Sunderland Care and Support Ltd (SCAS) is a 100% Council owned local authority trading company which was established on 1 December 2013.
- 2.3 SCAS provides a range of services to adults who have social care and support needs and short break services to children with disabilities.

Our services currently include:

- **Recovery at Home Service (including Farmborough Court Intermediate Care and Community Reablement Teams):** this service supports individuals to recover from illness or a crisis, supporting timely hospital discharge and to remain independent and living at home
- **Sunderland Telecare:** providing individuals with 'touch of a button' access to year round, 24/7, social care and support services at home
- **Community Equipment Service:** supporting individuals to maximise their independence, to live as independently as possible at home, feel safe and lead fulfilling lives through the provision of a wide range of equipment, minor adaptations, telecare and assistive technology equipment and access to a wide range of community equipment and resources
- **Home Improvement Agency:** supporting individuals to remain in their own home, in a warm safe and secure environment through a programme of property repairs, adaptations or home improvements
- **Supported Living Services:** providing positive person centred support and planned care for individuals with learning or physical disabilities and / or mental health needs, enabling them to live as independently as possible

within their local community and supporting their independence in-line with their assessed needs

- **Short Break (Adults and Children's):** providing person centred short break provision for adults and children with learning or physical disabilities and / or mental health needs that support carers to have a break from their caring role
- **Day Services, Sunderland Recovery College & Supported Employment Services:** providing wide range of social, learning and wellness activities, supported employment and volunteering opportunities to individuals with learning or physical disabilities and / or mental health needs
- **Sunderland Shared Lives Service:** enabling adults with learning disabilities the opportunity to be looked after in the homes of carefully chosen carers; to live in a family environment and to have a full and independent life where they can be part of their local community

2.4 Over the last 6 years, we have maintained our reputation as one of the city's high-quality care providers; we have delivered on very challenging financial efficiency targets and we have adapted and been responsive to support the rising pressures and demand on the health and social care system across Sunderland.

2.5 Throughout 2019 SCAS has undergone its most significant change since the company was established in 2013 with a change in the management and leadership of the organisation.

3. Corporate Governance

3.1 We have a number of governance arrangements in place, as follows:

- **Company Board:** The company Board continues to be responsible for all aspects of the company's business. Current Board members are:
 - Cllr Anne Lawson
 - Cllr Jill Fletcher
 - Cllr Linda Williams
 - Graham King – Assistant Director Adult Social Care, SCC/ Chief Operating Officer SCAS
 - Darren Lough – Principle Accountant, SCC/ Strategic Finance Manager, SCAS
 - Gregg Clarke – Business Manager, SCAS

- **Financial Governance:** We meet with the Council on a bi-monthly basis as part of the financial governance of SCAS and our finances are audited by an independent auditor. Accounts are submitted to Companies House.
- **Care Quality Commission (CQC):** Where required, we are registered and inspected by CQC for any service where we are carrying out a regulated activity to adults
- **Ofsted:** Where required, we are registered and inspected by Ofsted for any service where we are carrying out a regulated activity to children
- **Contract Management:** SCAS meet with the Council on a quarterly basis to review our performance against the contract requirements
- **Joint Consultative Forum (JCF):** the JCF meets monthly with Unions to discuss any work related issues
- **Carers Groups:** we have a number of independent carer groups which monitor the company's activities and service delivery and they are regularly consulted about changes to company policies and procedures
- **Internal committees/boards:** we have a number of internal committees/boards that oversee our services, such as a Quality, Training and Development Board; Safeguarding Governance Group; Health and Safety Group; Senior Management Team.

4. **Key achievements / points to highlight from 2019**

The following section provides an overview of the key achievements throughout the year:

4.1 **Organisational**

The start of 2019 saw the departure of the existing Chief Operating Officer, Philip Foster, which led to the Council taking over the strategic and operational leadership and management of the Company.

A significant focus of this year has been to drive forward a change in culture across all parts of the organisation and to strengthen our organisational structure, both strategically and operationally. This will enable us to position ourselves better within the care market; continue to improve our standards of

care and service provision and deliver on our new Business Plan in the coming years.

4.1.1 Staffing and Recruitment

As one of the largest social care providers in the North East, our workforce of 1,136 employees is one of our greatest assets.

Our workforce is broken into:

- 693 full time colleagues working in the company and 443 part time colleagues.
- 1,033 full time equivalent post holders in the company

The number of employees working in each service area is:

Service area	Number of Staff
Supported Living Services	663
Day Services	99
Reablement at Home	88
Short Break Services	87
Recovery at Home Services	71
Management / Administration	52
Telecare	41
Community Equipment Service	26
Home Improvement Agency	9

4.1.2 Learning and Development

We have continued to invest in our employees to ensure that our services are provided by a highly skilled and competent workforce that reflect the changing organisational culture and the expectations and standards of service of the staff that we employ. Our training and development team provide learning and development opportunities to all colleagues which ensures they are able to:

- Develop their skills and knowledge
- Deliver a professional service
- Be fit to practice
- Meet the needs of the business.

Through a detailed and diverse training programme we lay the foundations for new employees and provide opportunities for continual professional development to our existing staff. We meet our training requirements using varied methods of training delivery, which include taught sessions, distance learning and e-learning. We ensure that our training needs are met via the

delivery of our focussed induction programme, our core mandatory training strategy, and through working in partnership with local providers to deliver accredited qualifications which include diplomas and full apprenticeships.

1,094 members staff have undertaken training in 2019 on subjects such as:

- Moving and Assisting
- First Aid
- Health and Safety
- Fire Safety
- Safeguarding
- Mental Capacity Awareness
- Food Safety
- BSL
- Makaton
- PMVA
- Person Centred Support Planning
- Domestic Violence Awareness
- Mental Health Awareness
- Equality and Diversity
- End of Life Care

We have continued to invest in our future potential workforce and support local skills development by offering 9 apprenticeships within the company over the past year. In 2019, 4 apprentices gained permanent employment within the Company.

4.2 Quality

4.2.1 We have begun a review of our approach to quality assurance with the aim of developing a revised quality assurance framework for our services that ensures we maintain our high standards of quality. Our aim will be to continue delivering person centred care of the highest standard to everyone who is supported by our services by systematically monitoring and evaluating our services to ensure that they are meeting our own company values, our customers expectations and our regulatory requirements and that quality is maintained.

4.2.2 We welcome and encourage feedback from all of the people we support, their families/ representatives and other partners that we work with including the reporting of concerns, good practice, complaints and compliments about our services. Any feedback that we receive enables us to both highlight to staff the positive work that they are doing and also address any areas that fall short

of our expected service standards and learn about how we can improve future practice.

4.3 Complaints

4.3.1 Our Complaints Policy has been reviewed and is in the process of being relaunched to reflect changes in the way that we will deal with any complaints that are made about our services.

4.3.2 From January to the end of September 2019, we received 123 complaints about our services. 107 were resolved by local resolution, however 16 of these concerns were a formal complaint that were investigated under our complaints process. The majority (60) of the concerns/complaints made were in respect of the Community Equipment Service.

4.4 Compliments

4.4.1 From January to the end of September 2019, we received 231 compliments across a range of services.

4.5 Care Quality Commission

4.5.1 7 of the services we provide are regulated activities and are therefore registered with CQC. 6 services out of 7 are rated as Good which demonstrates our commitment to ensuring we deliver high quality services to people.

Service	Inspection Date	Overall Rating	Safe	Effective	Caring	Responsive	Well-led
Doric View	15/09/2017	Good	Good	Good	Good	Good	Good
Farmborough Court	06/08/2018	Good	Good	Good	Good	Good	Good
Grindon Lane	30/04/2018	Good	Good	Good	Outstanding	Good	Good
Grindon Mews	22/06/2018	Good	Good	Good	Good	Good	Good
Shared Lives	30/09/2019	Good	Good	Good	Good	Good	Good
Sunderland Community Support Service	18/02/2019	RI	Good	RI	Good	Good	RI
Villette Lodge	17/12/2018	Good	Good	Good	Good	Good	Good

RI – Requires Improvement

4.6 Ofsted

- 4.6.1 Grace House our Children's short break service is regulated with Ofsted and retained its rating of Good at its most recent inspection in September 2019.

5. Service Delivery

The following section provides an overview of the support that we have provided during 2019 across our services:

5.1 Recovery at Home (including Farmborough Court Intermediate Care Centre)

Our Recovery at Home Service is delivered in partnership with Sunderland and South Tyneside NHS Foundation Trust (SSTFT). It is a Health and Social Care integrated and co-located Intermediate Care and Reablement Service, consisting of health and social care professionals - including GPs, Nurses, Health and Social Care Assistants. Recovery at Home provides both health and social care to people in a crisis or urgent situation to enable them to stay in their own home in the community.

The aims of the service are:

- To avoid admission to hospital where appropriate with assessment and short term intervention to maximise independence, preferably at home or where necessary in an alternative bedded setting
- To provide support on hospital discharge to reduce the risk of patients remaining in hospital longer than clinically necessary - ideally rehabilitation / reablement should take place wherever possible in a person's own home particularly for frail older people
- Prevention of premature entry into long term care and ensuring optimum care packages in a person's home
- To provide a seamless coordinated service as part of the hospital's Emergency Department supporting the appropriate streaming and support to patients

Points to note:

- Our Recovery at Home Service receives around 300 referrals a month the majority of which are received from a hospital setting. For each referral received a solution is sourced by the Recovery at Home service that best meets the persons needs and outcomes

5.2 Community Reablement at Home

Our Community Reablement Service provides many vulnerable local people and their carers with a range of high quality personal care, assistance and

support - helping them to live as independently as possible, maximising their long-term independence, choice and quality of life at home through helping people 'to do' rather than 'doing to or for' people having services that are outcome and customer focused.

Points to note:

- We support around 130 people every month within our Reablement at Home service and provide around 1,400 hours of support each month.

5.3 Sunderland Telecare

Sunderland Telecare provides vulnerable people and their carers living across Sunderland with:

- A wide-range of Telecare equipment, linked to the Council's highly trained Customer Services Network and our mobile social and health care workforce, able to respond in an emergency and also to provide planned visits to maintain people at home in safety
- An Overnight Care Service, supporting vulnerable people with complex needs to live at home through the provision of planned and emergency support, with the aim of preventing unnecessary admission into care
- Security and reassurance; help in remaining independent and living safely at home and peace of mind

Points to note:

- At the end of September 2019, we were supporting 3,846 customers who are connected to our Telecare Service
- The Telecare Service receives around 11,000 alarm activations every month
- Our mobile staff respond to around 2,000 alarms every month
- We have recently become a member of the TSA (Tech Services Association) which is the representative body for technology enabled care (TEC) services. This means that our service has been independently audited against the requirements of the TSA Quality Standards Framework and has met the majority of the requirements.

5.4 Community Equipment Service

Our Community Equipment Service (CES) is a jointly funded partnership between Sunderland City Council and the Sunderland Clinical Commissioning Group. The service supplies and fits equipment and minor adaptations to enable children and adults with disabilities to live at home. Equipment is loaned to the customer and designed to promote their personal independence, safety and mobility. The provision of high quality care, equipment, aids and adaptations are a vital component to the independence of people of all ages with health conditions, disabilities and/or mobility issues.

Points to note:

- We deliver around 3,000 items of equipment every month
- We collect around 1,700 items of equipment every month where people no longer need it
- We are carrying out a review of the community equipment service to ensure that we deliver a highly efficient and quality service to our customers

5.5 Home Improvement Agency

The Home Improvement Agency aims to enable those in need of support to maintain their independence in their chosen home for the foreseeable future - Achieved by supporting people throughout repair, adaptation or improvement process of their property, so that individuals are able to remain in their own home in a warm safe and secure environment. The HIA provides access to:

- Disabled Facilities Grants (DFG's) and adaptations
- Housing Assistance (practical and financial advice)
- Handypersons and Minor Alterations Services
- General Advice and signposting in relation to practical tasks that support people to live independently Handyperson services

Points to note:

- Throughout 2019 so far,
 - 734 DFG applications were approved
 - We carried out 861 adaptations
 - We provided 1 person with housing assistance
 - We supported 1,354 people with minor alternations and 214 people with a handyperson service
 - We provided 73 people with general advice

5.6 Supported Living

Our Supported Living Services provide the opportunity for vulnerable people to live in the community in a wide range of different types of supported living accommodation—which offers the customer their own tenancy or own home with 24/7 care and support. All our services provide flexible, individualised support based on the needs of the individual which aim to maximise independence, self-reliance, encourage community participation, promote health and wellbeing and encourage each person to reach his or her full potential.

Points to note:

- We provide care and support into 106 supported living properties
- We support 343 people who have a learning disability, mental health need, autism or a physical disability

5.7 Short Break Services (Adults and Children's)

Grace house, our specialist children's Short Break Service, which is delivered in partnership with the Grace House charity, offers specialist short break care to children and young people aged 5 to 17 years and 11 months living in the North East, who have a complex disability, health needs or a life limiting condition.

Our 3 adult short break services provide specialist care to meet the assessed needs of adults with complex physical and / or learning disabilities and autism.

Our four centres provide bespoke breaks tailored to the specific requirements of the children and adults, within vibrant and well-equipped environments and with support from professional carers who are highly experienced at working alongside people with the most complex needs. The dedicated services aim to create enabling environments and to support customers to achieve the very best outcomes, including maintaining good health, providing social and developmental opportunities and giving parents and carers peace of mind during a break from their caring role.

Points to note:

- We provided 1,963 nights breaks to 134 people within our adult short break services between April and September 2019
- We provided 585 nights of short break to 67 children within our children short break service

5.8 Day Care Services

We provide a wide-range of day opportunities for people with learning disabilities, autism, physical disabilities and/or mental health needs and their carers across out two centres. Support is provided to customers with complex needs in a person centred way to facilitate good health, help develop skills, build relationships and participate in meaningful activities.

Points to note:

- We provide support to around 170 people across our Washington and Fulwell Centres

5.9 Sunderland Shared Lives Scheme

We manage the Sunderland Shared Lives Scheme which recruits and supports Shared Lives Carers who provide care and support within their home to adults with learning disabilities.

Points to note:

- We provide support to 16 Shared Lives Carers who are supporting 15 adults with a learning disability
- We are working with the Council and the national organisation Shared Lives Plus to expand the scheme to offer different types of support

5.10 Supported Employment Services

We provide meaningful employment opportunities to people with disabilities within a range of services including our community equipment service and business administration Teams; Coffeestop Cafés, Handypersons team and our evening activity teams. Through these initiatives we provide enhanced support and mentorship to enable disabled people to gain valuable skills and work experience.

Points to note:

- We offer supported employment placements to 31 people across our range of services

5.11 Recovery College

Our Recovery College offers a range of free recovery focused educational courses to help people with mental health needs improve their understanding and experience of day to day living. All courses have been co-developed and co-facilitated by somebody who has their own experience of mental health. Courses are designed to contribute to recovery and wellbeing, supporting customers to recognise their own talent and resourcefulness in order to become an expert in managing their own health; make informed choices and achieve the things they want from life.

Points to note:

- We provide support to 663 people in our Recovery College

6. Fundraising and Contribution to our Local Community

- 6.1 Each Year our employees nominate 'Good Causes' the company should support. This year we have raised £9800 which we donated to Sunderland RNLI and City Hospital's Intensive Care Unit. In total over the past 6 years, we have raised £69,340.96 which we have used to support local good causes.

7. The year ahead – plans for 2020 and beyond

- 7.1 We are in the process of finalising our new Business Plan which will take us 2022. Our focus for the coming years is to consolidate our work to date, to ensure that we have the solid foundations we need to deliver the best possible services going forward and to ensure the company continues to be

financially viable. We also need to maintain our position of being a market leader in providing supported living services for some of the most vulnerable adults in our City.

8. Recommendations

- 8.1 Scrutiny Members are recommended to note the content of this report.