

# Adult Social Care Local Authority Trading Company

## Five Year Business Plan 2014-2019 DRAFT

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*December 2013*

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| <b>Version number</b> | v0.12    |
| <b>Date saved</b>     | 04.12.13 |
| <b>Last edited by</b> | K Macann |

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## Foreword

This Draft Business Plan outlines a vision for current and future services, to be provided by a new LATC created by Surrey County Council.

The vision, values and service development ideas in this document have been collated from work over the past four years, including:

- Day Services Consultation 2008/09
- Learning Disability Public Value Review 2012
- Day/Community Opportunities project planning and strategy development 2012/13, including workshops with team managers and assistant team managers
- Service Delivery Management Team business planning sessions 2012/13
- Operational Project Team planning workshops during preparation of the business case for the LATC

If the business case for the LATC is approved, we will use this draft plan as the basis for consultation, engagement and co-design with staff and other stakeholders during the implementation of the LATC, with a view to presenting an updated plan to the Shareholder Board for approval prior to the LATC going live.

## Mission Statement

### Core Purpose

The LATC will deliver day and community support opportunities, as well as assessment, planning and coordination services, for all people, whatever age, whatever level of support they need. We will:

- create a flexible offering so that people can purchase services that most meet their needs – when and wherever they need them
- work with our stakeholders to create sustainable, quality and person-centred services fit for the future
- lead the way in developing innovative models of social care that achieve excellence, and support staff to do the best work of their lives.

We believe that by diversifying and developing the services that we offer, we will be able to reach more people, creating services that are sustainable, flexible and focused on meeting the needs of people in Surrey.

Offering an assessment and planning function, as well as front line delivery services, our aspiration is to support people through their life long journey in social care – by building longer term relationship with individuals and their families and working in joined up and holistic ways we can ensure people are heard and understood, maximise their skills, abilities and independence. To be empowered and supported to articulate their choices and to take as much control in their lives as they want and are able to.

### Vision

We believe that people should have opportunities to live the life of their choosing and be supported to be the best that they can and want to be. We believe people with disabilities should be able to have the lives they want to live – access to homes of their own, employment, relationships, friendships and to be contributors to the communities that they live in.

Our services will support people to achieve, celebrating people's strengths and providing support where people need it, to enable people to maximise their independence and stay safe, well and an integral part of their community.

## Values

Our services will be:

- **Personal** – offering choice and control for individuals; maximising their autonomy
- **Flexible** – innovative support options; responding to people's needs and aspirations
- **Local** – we will support people to get involved in and contribute to their communities
- **Trusted** – safe, reliable services delivered by skilled staff
- **Value for money** – cost-effective and sustainable, without compromising quality
- **Collaborative** – working with partners and local communities; supporting them to support people

## Strategic Objectives

- Continue to deliver high quality services for people with disabilities, that can change and respond to meet people's needs
- Offer services to a wider market, including people who do not meet current eligibility criteria, enabling services to grow and respond to the needs of their local community
- Successful transition of services to a commercial environment, promoting innovation and further developing a culture of continuous improvement
- Support the transformation of Adult Social Care, by promoting the Personalisation Agenda and complementing commissioning strategies
- Be a leader in our field - especially in relation to involvement of stakeholders in the running and development of the organisation
- Be an employer of people with disabilities
- Find ways to actively promote models of 'community development' that build resilience and bring community members together to take collective action and generate solutions to common problems.
- Be a campaigning organisation that offers opportunities for people with or without a disability
- Deliver efficiencies and generate new income in order to sustain and develop services

## Policy Context

### National Context

Key features of the national context for adult social care services are:

- The Personalisation Agenda
- The Care Bill
- Financial pressures

There are significant financial challenges facing adult social care due to demographic change and the need for reduced expenditure. Local Authorities are reducing adult social care budgets significantly. Councils have reduced their adult social care budgets by £800m in 2013-14, bringing the total level of real-terms spending cuts to £2.68bn since 2011.<sup>1</sup>

A national assessment of funding options culminated in the Dilnot report (2011), which outlined future funding proposals for adult social care through an insurance system. However, the exact timing and nature of what will be implemented following this report is still uncertain.

A Laing and Buisson press release accompanying the report Social Care Services for Younger Adults with Learning Disabilities & Mental Illness stated that the overall value of public and private sector supply of specialist care services for learning disabilities and mental health for younger adults (18-64) is estimated at over £8 billion in the UK. The independent sector dominates supply with 79% of the market value. £4.4 billion of this £8 billion is the specialist residential services market and £3.8 billion is the non-residential care market.<sup>2</sup>

Local Authorities' gross spending on social care for adults (18-64) with learning disabilities is estimated at £5 billion (2012-13). This is 30% of Adult Social Care spending and represents a spend per head of approximately £30,000. Nine per cent of Adult Social Care spending (£1.5 billion) is spent on adults with physical disabilities.

Significant changes are occurring in the adult social care market due to the national personalisation agenda and the move towards self-directed support and personal budgets. Services need to be increasingly focused on independence and choice. The Laing and Buisson press release notes significant developments in England in supported living arrangements, shared lives schemes, and extra care housing

<sup>1</sup> <http://www.communitycare.co.uk/2013/05/07/20-wiped-off-adult-care-budgets-in-three-years-report-directors/#.UnzIVvm-2So>

<sup>2</sup> Press release accompanying Social Care Services For Younger Adults With Learning Disabilities & Mental Illness UK Market Report 2013, Laing and Buisson

options which are giving clients more choice than previous residential options.<sup>3</sup> Councils are also increasingly focused on community provision of services, and moving away from static settings.

## Local Context

*Excerpt from Surrey County Council's Adult Social Care Strategy for 2013/14-2017/18*

The next five years will be exceptionally challenging and will necessitate a radical strategic shift in the way in which Adult Social Care delivers services and a refocus of available resources. We need to make this radical strategic shift because of:

- An unprecedented financial environment in which the Directorate needs to deliver significant efficiency savings and to generate income.
- The need for a collaborative approach with health partners, particularly Clinical Commissioning Groups, to develop our plans and commission more seamless care and support, through the Integration Transformation Fund.
- Radical changes in national policy with the introduction of the Care Bill - we will need to increase our offer to people who fund their own care, give carers the same rights to assessments and services as those they care for and support a new model of paying for long-term care – all of which will have far-reaching impacts for Surrey with a very high proportion of people who fund their own care.
- The demographic pressures presented by an ageing population, with a high incidence of dementia.

Our strategy will be to:

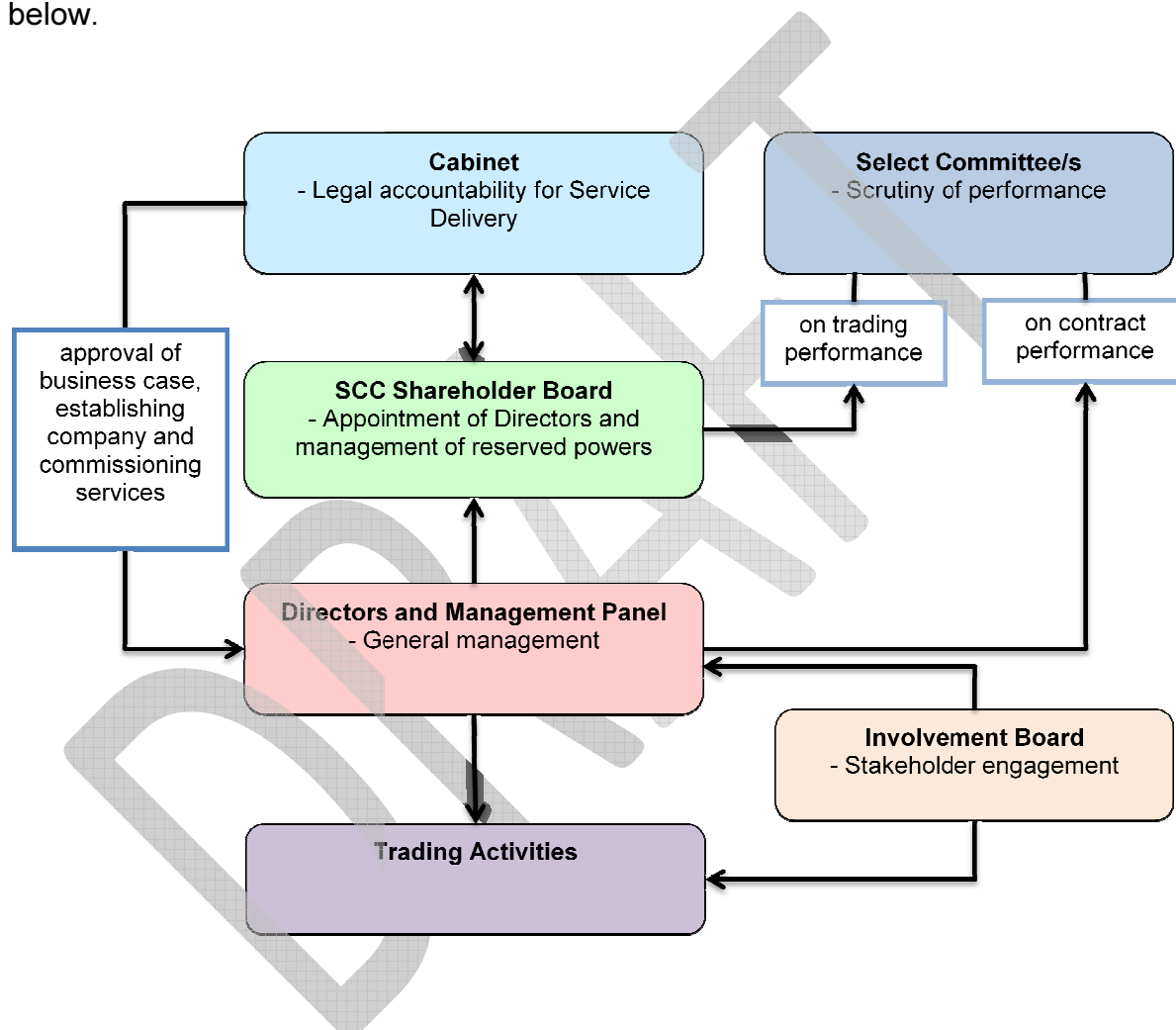
- Connect **family, friends and community support** so people can live independently and prevent/postpone the need for care and support services
- **Collaborative working with health** and other partners to deliver integrated community health and primary care services to improve the health and social care for people
- Provide leadership in the **joint commissioning** of health and social care services to ensure diversity, quality, cost effective and sustainable services
- Offer **universal advice and information services** to all local people to promote their independence and wellbeing
- Continue our commitment to **personalisation**, with all systems, processes, staff and services giving people choice and control over their lives

<sup>3</sup> Press release accompanying Social Care Services For Younger Adults With Learning Disabilities & Mental Illness UK Market Report 2013, Laing and Buisson

## Governance

The LATC will be limited by ordinary share capital wholly owned by SCC. What the LATC can do and how it is structured depends upon its Articles of Association (“the Articles”). These Articles will be prepared in accordance with this section and the general legal requirements.

The LATC will be a separate legal entity from SCC. The proposed relationship between the executive functions of SCC and the LATC are shown on the diagram below.



### Roles within Governance Structure

#### *Role of Cabinet*

Cabinet has the decision making powers to approve the LATC’s business case, establish the company and commission services from it in accordance with the usual procurement processes.

Cabinet is responsible for the provision of all of SCC’s executive functions, such as its statutory duties relating to Adult Social Care. The legal responsibility for the performance of statutory services remains with SCC at all times, irrespective of who



actually carries them out on SCC's behalf. Cabinet must ensure (through Adult Social Care Personal Care and Support and Commissioning Services) that the relevant statutory functions are undertaken in accordance with the legislative requirements for such services.

Once the LATC has been established, Cabinet delegates its shareholder controls and responsibilities to the Shareholder Board.

### *Role of the Shareholder Board*

The Shareholder Board ("SHB") is made up of the Leader, the Deputy Leader, the Cabinet Member for Business Services and the Chief Executive. The s151 Officer, the Monitoring Officer, the Strategic Director for Business Services and the relevant Cabinet Portfolio Holder act as advisors to the SHB.

The SHB acts with the delegated authority of Cabinet to:

- a) Assess the financial performance of the LATC and make decisions concerning the issue of any dividends.
- b) Exercise any reserved powers contained in the LATC's Articles. These reserved powers could include, for example, a maximum spend limit on directors, the ability to raise additional finance and the winding up of the LATC.
- c) Make decisions concerning proposed changes to the LATC's business plan, such as the way it delivers statutory services on behalf of SCC or new areas of business. The SHB will also ensure that all the relevant legal requirements have been met for such proposals.

The SHB will be responsible for approving the appointment of any directors and will have the power to remove directors from their post.

The LATC's director(s) will be expected to update the SHB as to progress with the business and any future proposals being considered. The SHB can call the director(s) to account for their management of the LATC.

### *Role of the Director(s) and Management Panel*

#### Directors

The LATC is required to have at least one executive director. The appointment of the initial and any subsequent director(s) of the LATC will be made by the SHB.

It is the director(s) that will manage the day to day running of the LATC. They will make all of the routine decisions and provide the necessary leadership. The

director(s) will be subject to the standard legal requirements and duties of a company director. For example, they will be expected to obtain appropriate legal, financial and tax advice to enable them to make informed decisions concerning the running of the LATC.

If the LATC has more than one executive director they will be required to manage the LATC jointly as part of a 'Board of Directors'. However, each director may have their own defined roles and areas of responsibility. The Articles will set out the arrangements for voting rights, quorum and other aspects concerning the running of a Board meeting.

The director(s) are responsible to the LATC's shareholders (SCC) and will report to the SHB on a routine basis. This will include the production of an annual report for each financial year of the LATC's operation. The regularity of meetings between the director(s) and the SHB will vary depending on the present circumstances of the LATC.

Non-executive directors with particular expertise or independent views may be appointed to the LATC. These non-executive directors would not have voting rights but could attend and contribute to the Board of Directors meetings they were invited to. Any appointments would be made by the SHB.

The LATC is not required to have a nominated 'Company Secretary'. The director(s) will be responsible for ensuring all filing requirements with Companies House are complied with (such as annual accounts and change of directors notifications, etc).

The Articles will set out in detail the powers (and limits) of the director(s).

### Management Panel

It is proposed to create a Management Panel ("the Panel") to assist the director(s) in business planning for the LATC. This Panel is distinct from the 'Board of Directors' and would not be able to bind the director(s) to a certain course of action.

The Management Panel will likely consist of the director(s), senior management of the LATC (as appropriate) and an elected representative(s) from the Involvement Board. The Panel is intended to provide a structured forum for the director(s) to engage with these groups concerning the running of the LATC. This would include feedback about the LATC's operations and a chance for proposals to be put to the director(s) for consideration.

### *Role of Select Committees*

Select Committees will retain their scrutiny functions in relation to two distinct aspects of the LATC:

a) The Council's Overview and Scrutiny Committee will be able to call the SHB to account for the overall success of the LATC and progress in relation to SCC's investment in the LATC and any returns it is making; and

b) The Adult Social Care Select Committee will be able to call the director(s) of the LATC to account for the quality and ability of the LATC to deliver those statutory services it has been commissioned to provide.

The Select Committees report to Cabinet with their findings and make such recommendations as appropriate.

### *Role of the full Council*

The full Council may question and provide input to the Cabinet's exercising of its executive functions in accordance with SCC's constitution.

## **Stakeholder Engagement and Partner Involvement**

Greater stakeholder involvement in the governance and day-to-day operation of the LATC is seen as an essential part of the business.

Stakeholders will include:

- people with who use the LATC's services
- family carers and personal advocates
- staff and volunteers working within the organisation.

Representatives from these groups will form an active planning and steering group called the 'Involvement Board'. This group will develop its own constitution and will elect a representative (or co-representatives if so necessary in the future) to attend the Advisory Panel. This will enable stakeholders to have an active part in the LATC.

The involvement of service partners and other interested parties will also be actively sought.

## Services

The LATC will be initially contracted by the Council via Adult Social Care commissioners and will be expected to provide services according to the standard contract terms issued by the Council, with all associated requirements regarding reporting, performance, and quality assurance.

The LATC will continue to offer the following services on its first day of trading:

- **Day Services**, which provide approximately 790 people with learning and physical disabilities with a range of opportunities for leisure, activities, training, volunteering and work in a variety of settings.
- The **AboutUs Team**, which supports people using day services with accessible learning programmes and communications projects.
- **EmployAbility**, which supports approximately 650 adults and young people with disabilities who are seeking or engaged in work, volunteering or training.
- **Shared Lives Service**, which matches Shared Lives carers with people with disabilities and older people, offering short or long term care in a family home environment.
- The **Personalisation Team**, which works with adults with learning disabilities to facilitate Supported Self Assessments, uptake of personal budgets and support planning using community support networks.

| Service type  | People who use services (customers)  |
|---|--|
| <b>Provider Services</b>  |  |
| <p>Day Opportunities:</p> <ul style="list-style-type: none"> <li>• Specialist Support</li> <li>• Community based activities</li> <li>• Evening breaks and holidays</li> <li>• Volunteering Projects</li> <li>• AboutUs Accessible Learning and accessible Technology</li> <li>• Transport to/from activities</li> </ul> | <p>Adults (18+) with:</p> <ul style="list-style-type: none"> <li>• Learning disabilities</li> <li>• Physical disabilities and sensory impairment</li> </ul> <p>People who are eligible for support from the Council</p> <p>Majority Surrey residents, some customers from other local authorities (OLAs)</p> |
| <p>EmployAbility:</p> <ul style="list-style-type: none"> <li>• Job finding / job coaching and support</li> <li>• Supported volunteering</li> <li>• Job clubs</li> <li>• Work with schools and colleges</li> </ul>   | <p>Any adults who are eligible for support from the Council, except for people with mental health as their main support need</p> <p>Young people in schools and colleges</p> <p>Majority Surrey residents, some customers from other local authorities (OLAs)</p>  |
| <p>Shared Lives Service</p>   | <p>Any adults who are eligible for support from the Council, including older people</p> <p>Majority Surrey residents, some customers from other local authorities (OLAs)</p>   |
| <b>Assessment and Support Planning</b>  |  |
| <p>Reassessment, Reviews and Support Planning</p>   | <p>All adults who currently access the Council's in-house provider services</p>  |

## Operating Model

The overall approach being taken to the creation of the LATC is to:

- transfer staff and services into the LATC more or less 'as is', with a framework to enable changes over time
- minimise the impact on services and staff remaining in SCC.

This approach is intended to give stability to both the LATC and SCC, but with enough flexibility to enable the LATC to make the changes it needs to once it is operational and the management team has an understanding of what is required to deliver the business plan.

## Staffing

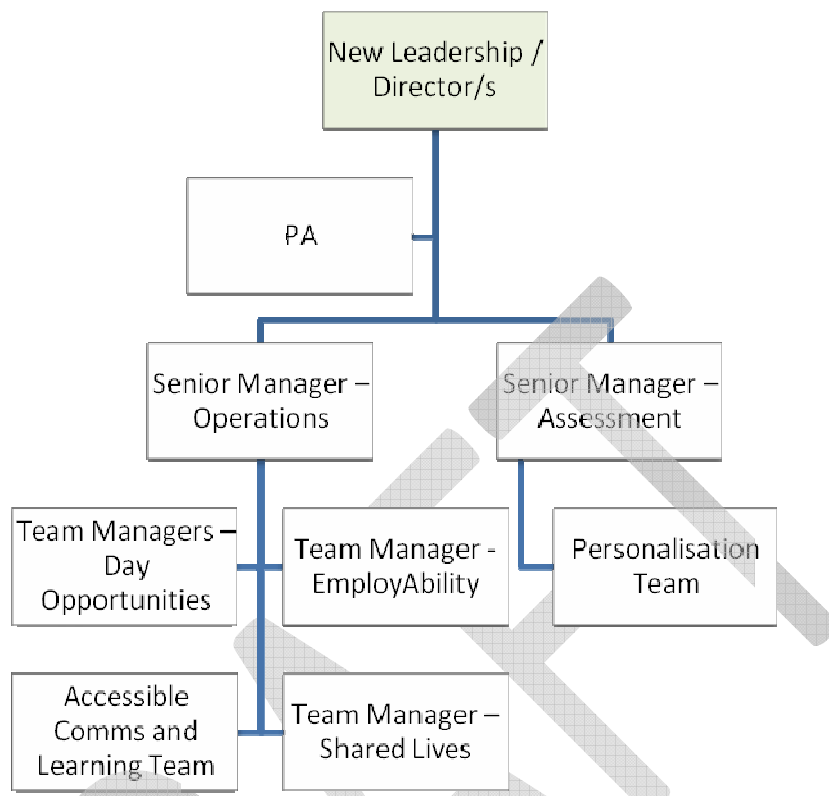
All posts within in-scope services will be transferred across to the LATC in accordance with TUPE (Transfer of Undertakings, Protection of Employment) regulations. The existing management structure will stay in place on day one, with the addition of the Shared Lives Team. Approximately 294 staff will be part of the transfer.

In addition to the posts transferring to the LATC, the financial model allows for the creation of a new leadership post. The Shareholder Board will be responsible for appointing the leadership of the LATC.

No other posts will be moved across to the LATC. Support functions such as HR and Finance will be provided initially through a Managed Services Agreement with SCC, as outlined below.

The LATC will have admitted body status within the Local Government Pension Scheme, which will remain open both to Council employees transferring to the LATC and to new employees joining it.

*LATC Staffing Structure – Day One*



**Suppliers, Systems and Infrastructure**

SCC will continue to provide support services to the LATC for the duration of the initial contract through a *Managed Services Agreement*.

The LATC will establish contractual Service Level Agreements (SLAs) with each support service from its first day of trading. These will include measurable performance indicators, break clauses and remedies for non-performance.

Once the LATC is operational there will be a quarterly review process whereby SLAs are refined to more accurately reflect the support the LATC needs.

Support services included

- HR support – transactional including safer staffing requirements and case management activities
- Recruitment services
- Training
- Payroll
- Finance– transactional finance functions and financial controller activities
- IMT – provision of IT equipment and services – including helpdesk support

- Insurance provision (buildings, vehicles, employers and public liability)
- Property management for the operational buildings
- Professional strategic support, on a per day basis, from HR, Finance, Procurement and Property (and other departments as required).
- Communications activities – on a per project basis
- Legal Support – on a per day basis as required
- Website support
- Adult Social Care and Service Delivery support services, including business support, project support, quality and assurance, safeguarding

### **Use of External Suppliers**

At creation, the LATC will be subject to the same rules concerning procurement as SCC itself. The LATC can contract freely with SCC to acquire services from SCC without having to tender. The LATC will also be able use suppliers that SCC has approved for procurement purposes.

However, the LATC will not be bound by existing framework agreements and could contract with new suppliers. If the LATC wishes to award a contract to a new supplier and it exceeds the procurement financial thresholds, the LATC will need to comply with the EU procurement laws.

As part of the implementation phase, a Partnership Sharing Agreement will be developed between SCC and the LATC, enabling the LATC to use SCC's IMT suppliers.

### **Property and Assets**

The Head Office of the LATC will be at Fairmount House, Leatherhead.

LATC services currently use a range of different premises, which are either owned or leased by SCC, or hired on a casual basis for service activities.

We will review our use of office accommodation and day services premises on an ongoing basis to ensure premises are fit for purpose and cost effective.

Priorities for review:

- Office accommodation requirements – more mobile working, utilise capacity in operational buildings
- Continue move towards local community bases and specialist support – reshape large day centres to meet local need
- Where there is existing capacity in operational buildings, rent or hire space to partner organisations



*Approach to hiring or leasing premises*

| Premises Type  | Details  | Approach   |
|--|--|--|
| Office Accommodation   | Fairmount House – Senior Management, Shared Lives Service, Personalisation Team, AboutUs<br>Quadrant Court - EmployAbility | Maintain status quo – Managed Services agreement between SCC/LATC based on current usage   |
| Day Services – SCC owned   | 6 day centres for learning disability services<br>2 physical disability resource centres<br>1 office project               | Leases/licences to be agreed between SCC and LATC.<br>SLAs for facilities management, maintenance etc. as part of managed services agreement   |
| Day Services – leased by SCC   | Lockwood Day Centre<br>Frenches Lodge<br>The Cottage<br>Ian Goodchild Centre <sup>4</sup>                                  | SCC will remain the Principle tenant and will grant a licence to occupy to the LATC, with an SLA for facilities management as for SCC-owned premises. This is subject to agreeing those terms with the Freeholders of those buildings. |
| Non-SCC owned premises used by in scope services on a casual or regular hire basis | 14 sites used by community groups and volunteering projects <sup>5</sup>   | LATC to continue casual arrangements as needed   |

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**Assets**

Property and IMT assets will be leased from SCC as part of the managed services agreement.

Small assets, such as vehicles and equipment in day centres, will be purchased from SCC by the LATC at market value when it starts trading.

<sup>4</sup> SCC is in the process of agreeing a lease, with completion expected by the end of December 2013

<sup>5</sup> At August 2013

## **Policies and Procedures**

In line with the overall approach, the LATC will continue to use all relevant SCC policies and procedures in the first instance, but will review and refine these over time to ensure they are fit for purpose.

### *Information Sharing*

An Information Sharing Protocol will also be developed during implementation with support from the ASC Information Governance team.

### *Data Protection*

The LATC will comply with the relevant legislation and guidance concerning Data Protection, including adopting suitable policies and practices to ensure data is adequately safeguarded.

### *Freedom of Information*

As a company wholly owned by SCC, the LATC will be subject to requests for the disclosure of information under the Freedom of Information Act 2000 (“FOI”) in its own right. As such, the LATC will maintain a records management system that complies with the relevant guidance concerning the maintenance and management of records.

The LATC will liaise with SCC as appropriate to ensure consistency in answering FOI requests and provide such information to SCC as it may require to answer requests it has received.

## Business Development and Marketing Strategy

In line with our vision and values, our approach to business development will be:

- Focus on retaining our existing customer base – driving up quality and bringing down unit costs
- Build customer base and income streams
- Develop new community support services

### Distinction against the market

What are the strengths of our current services?

| Area of Strength                               | Explanation  |
|--|--|
| <b>Stability</b>                               | <p>With many services having operated for over 25 years, they are stable and well established - as part of the Council they represent a recognisable and trusted brand.</p> <p>We've been working with our current customers for many years. They know and trust us and we know them and their needs as individuals and consumers of services. We have well established networks and relationships across all stakeholder groups in Surrey and beyond.</p> |
| <b>Workforce</b>                               | <p>Provider services are delivered by a stable and well-trained workforce. As a result risk is managed well and quality standards are maintained.</p> <p>We can provide better consistency and longer term relationships than providers with higher turnover and less investment in training.</p>  |
| <b>Engagement with people who use services</b> | <p>We have good relationships with people who use services, families and carers. We have a track record of listening to and working with the people we support, and will continue investing in communications and engagement, such as the Easy Info for Us website.</p>  |

| Area of Strength                     | Explanation   |
|--------------------------------------|---|
| <p><b>Community engagement</b></p>   | <p>Dedicated buildings, a recognised community presence and a tradition of providing safe spaces for vulnerable people suggest services are well placed to support the wider Adult Social Care agenda of developing family, friends and community support (social capital) opportunities within local communities.</p> <p>The Personalisation and Assessment team works with people in to develop networks in their communities, supporting them to access family, friends and community support; the team also sets up local stakeholder groups to ensure local engagement and communication is maintained.</p> <p>EmployAbility has excellent working relationships with local employers, schools and colleges.</p> |
| <p><b>Value for Money</b></p>        | <p>Historically services have facilitated quality, well received 'large group' activities – leisure, music, dance, drama and creative arts.</p> <p>With a focus on inclusion and working with partners this offer could be extended to provide affordable, or free, opportunities with a focus on alleviating isolation, promoting well-being and sustaining friendship networks.</p>   |
| <p><b>Scale</b></p>                  | <p>As the largest provider of day opportunities for adults with learning disabilities in Surrey, we have good coverage of services across the county and the use of dedicated facilities.</p>   |
| <p><b>Expertise</b></p>              | <p>We have some particular areas of expertise within our services, for example</p> <ul style="list-style-type: none"> <li>• working with people who have Down’s Syndrome who are developing dementia</li> <li>• award-winning EmployAbility team</li> <li>• National Autistic Society accreditation for some services</li> <li>• development of ‘Easy Read’ information and resources</li> <li>• Assessment Team who are highly skilled at enabling people with learning disabilities to have increased choice and control throughout assessment and planning processes</li> <li>• Implementation of the Mental Capacity Act 2005</li> </ul>  |
| <p><b>Coordination/ planning</b></p> | <p>The Assessment and Planning Team is responsive to people’s needs and designs bespoke services for groups and individuals.</p>  |

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## Current Market Position

| Service Area                                 | Market Position  |
|--|--|
| <b>Day Opportunities</b>                     | <ul style="list-style-type: none"> <li>• Largest provider of day services for adults with learning disabilities in Surrey with coverage across the county</li> <li>• Other providers include Surrey and Borders NHS Partnership Foundation Trust and independent providers and charities</li> <li>• Limited information is available regarding fees charged by other providers for similar services, but initial assessment shows that LATC services are close to a market rate</li> </ul>   |
| <b>EmployAbility</b>                         | <ul style="list-style-type: none"> <li>• The Council's EmployAbility service is the main provider of employment support for people with learning disabilities and physical disabilities in Surrey. The Council also funds two external providers through joint commissioning arrangements to provide employment support specifically to people with mental health issues.</li> <li>• There are welfare to work providers across the country, generally funded through Department for Work &amp; Pensions programmes, who also work with people with disabilities. However these providers often do not have the specialist skills and knowledge required to work with people who face significant barriers to work due to their disabilities.</li> </ul> |
| <b>Shared Lives</b>                          | <ul style="list-style-type: none"> <li>• The Shared Lives Service is almost unique in Surrey, particularly in its work with older people and people with dementia. The Service has a small but growing number of carers spread across the county, with better coverage in the east currently, particularly Epsom.</li> <li>• There is one other provider offering a similar service in Epsom for people with learning disabilities.</li> </ul>   |
| <b>Personalisation &amp; Assessment Team</b> | <ul style="list-style-type: none"> <li>• The Personalisation and Assessment Team is in a strong position – it was created in-house as SCC was unable to achieve its objectives from the Learning Disability PVR by working with external social work providers</li> <li>• Competition is expected to grow in this area in response to opportunities created by the Care Bill</li> </ul>  |

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## Market Opportunities

### *Customer segments*

1) People who are funded by SCC (or OLAs) but do not currently access our services:

- Adults with learning disabilities – approximately 3,300 people with a learning disability are known to SCC<sup>6</sup>; LATC services work with approximately 1000 people at present
- Young adults – according to Commissioners there is a demand for a greater range of services for young people; each year approximately 90-120 young people with high support needs are leaving school, of which 75% have a primary need of learning disability or Autism.<sup>7</sup>
- People with physical or sensory disabilities – LATC services support a very small proportion of this group

2) People who are not funded by SCC (or OLAs) but can afford to purchase services:

- Adults with learning disabilities: There are approximately 20,000 adults living in Surrey in 2013 with a learning disability<sup>8</sup>, one of the largest learning disabled populations in Europe. This is projected to increase overall by a further 5.4% by 2020, with a significant increase of 14.5% projected among people with a learning disability aged over 65. There is limited evidence regarding the existence of a self-funder market for people in this group.
- Adults with physical disabilities: There are 55,005 people aged 18-65 living in Surrey in 2013 with a physical disability, with an increase of 5.6% projected by 2020. There is little evidence of the extent of the self-funder market in Surrey for people in this group.
- The report *People who pay for care: quantitative and qualitative analysis of self-funders in the social care market*<sup>9</sup> stated “there is a considerable degree of self-funding in mental health, and to a lesser but still significant extent, in learning and physical disability, that it would be useful to explore in the future.”
- Older people: The number of Surrey residents aged 65 and over is set to rise from 209,800 in 2013 to 237,900 in 2020 (a 13.4% increase) Within this, the number of people aged 85 plus will rise from 32,400 to 42,000 over the same period (a 29.6% increase).<sup>10</sup>
- Self-funders, together with people in receipt of NHS funding and funding from other local authorities, are estimated by commissioners to make up the majority of social care customers – about 75-80% of the total market for care and support for older people.

<sup>6</sup> Swift/AIS January 2013

<sup>7</sup> Children’s Services February 2013

<sup>8</sup> POPPI and PANSI February 2013

<sup>9</sup> <http://www.thinklocalactpersonal.org.uk/Browse/Self-funders/?parent=8609&child=8647>

<sup>10</sup> POPPI December 2013

### 3) Commissioners and other organisations:

- Neighboring local authorities, who will increased assessment responsibilities following the Care Bill
- NHS / CCGs – roll-out of personal budgets, increased scrutiny on assessments and care planning post Winterbourne View
- Other providers:
  - Other day opportunities providers
  - 217 CQC-registered care homes in Surrey providing support to adults with learning disabilities
  - Personal Assistants employed by individuals
  - Schools and colleges
- Further work is needed to explore what products and services we could offer to these organisations. Initial ideas for exploration include:
  - Tender for contracts – EmployAbility, Shared Lives, Assessments and Support Planning
  - Menu of assessment and support planning services
  - Training offer to personal assistants

#### *Additional service development opportunities identified by Commissioners:*

- Evening and weekend activities
- Other commissioners – health, other local authorities
- 'Life skills' – supporting people with financial management, shopping, etc
- 'Intensive Interaction' services for high needs individuals
- Personal Assistance support to self-funders (including people who are not eligible for support), children
- Joint ventures with specialist providers
- Transport Training – supporting individuals to use public transport; working with District and Borough Community Transport
- Offering services to independent sector providers (e.g. Local residential / nursing care homes)
- Working with Kingston University to provide Social Care student placement / work experience opportunities.



## Product and Services Development

Based on the above this is a very informal collection of ideas that will need to be tested and further developed with partners and stakeholders prior to implementation:

| Service Area                                 | Development Strategies   |
|--|--|
| <b>Day Opportunities</b>                     | <p><i>New Customers</i></p> <ul style="list-style-type: none"> <li>• Young people with disabilities</li> <li>• Private funders</li> <li>• People who do not meet current eligibility criteria</li> <li>• People living in neighbouring local authorities</li> </ul> <p><i>New Products</i></p> <ul style="list-style-type: none"> <li>• Bespoke group activities designed in partnership with Personalisation &amp; Assessment Team</li> <li>• New volunteering projects across the county</li> <li>• Extend evening and weekend activity options in response to demand</li> <li>• Greater flexibility in how people access facilities, eg ‘drop in’ rate</li> </ul>   |
| <b>EmployAbility</b>                         | <p><i>New Customers</i></p> <ul style="list-style-type: none"> <li>• Young people not in employment or education</li> <li>• Working with specialist and mainstream schools to increase their work experience offer to young people (aged 14 to 18) with additional support needs</li> </ul> <p><i>New Products</i></p> <ul style="list-style-type: none"> <li>• Develop an alternate offer to college for those young people with disabilities looking to undertake more realistic job training in the work place - Phase 2 of this development area would be the inclusion of an ‘accommodation offer’ within the LATC to enable young people to have the experience of a student lifestyle as they train</li> <li>• Continued development of a self-employment model that meets the requirements of tax legislation for entrepreneurial people with a learning disability</li> </ul> |
| <b>Shared Lives</b>                          | <p><i>New Customers</i></p> <ul style="list-style-type: none"> <li>• Recruit new Shared Lives Carers across the county; focused recruitment plan for areas of high population density – Guildford / Woking etc</li> <li>• People who fund their own care – particularly older people</li> </ul> <p><i>New Products</i></p> <ul style="list-style-type: none"> <li>• Short breaks and day activities to complement the community-based day opportunities offer</li> </ul>   |
| <b>Personalisation &amp; Assessment Team</b> | <p><i>New Customers</i></p> <ul style="list-style-type: none"> <li>• People who do not meet current eligibility criteria</li> </ul>  |



| Service Area  | Development Strategies   |
|---|--|
|   | <ul style="list-style-type: none"> <li>• People who fund their own care</li> <li>• Carers</li> <li>• Other Local Authorities, NHS trusts, CCGs, Providers etc.</li> <li>• SCC – extend scope of commissioned service</li> <li>• People in receipt of health funding and those in treatment and assessment units</li> </ul> <p><i>New Products</i></p> <ul style="list-style-type: none"> <li>• Expanded assessment work to support SCC and other local authorities to meet their new obligations once the Care Bill is enacted, eg support planning for self funders; support for carers</li> <li>• Menu of assessment and planning options, including: parenting assessments for adults with disabilities, occupational therapy Assessments, intervention plans and equipment provision, physiotherapy, moving and handling, speech and language therapy/ communication, telecare/technology, Capacity Assessments and Best Interest Decisions, financial management</li> <li>• Independent Safeguarding investigations</li> <li>• Housing Options Assessment and Planning</li> <li>• Person centred plans/life plans/life coaching</li> <li>• Easy read/accessible communications so you can access your information, on paper, electronically, on ‘devices’</li> <li>• Out of county work</li> <li>• Assessments where there is potential for conflict or differing views about the needs of an individual – ‘managing difficult conversations’</li> <li>• Complex case work, high cost package planning</li> <li>• Facilitating pooling of budgets and micro-commissioning</li> <li>• Community development – Local Area Coordination</li> </ul> |
| <p><b>Toolkit Services / New Community Support Services</b></p> | <p><i>New Customers</i></p> <ul style="list-style-type: none"> <li>• Any individual wanting to purchase support, with an initial focus on people with learning disabilities, physical disabilities and/or sensory impairment</li> <li>• Sell accessible communication services and products to other providers, organisations, local authorities</li> </ul> <p><i>New Products</i></p> <ul style="list-style-type: none"> <li>• Short-term pieces of targeted work (interventions) with individuals and the development of learning and communication ‘tools’ have the potential to support people reach the goals they set themselves and decrease their reliance on local authority support.</li> <li>• Specialist assessments and solutions</li> <li>• Development of personal communication tools</li> <li>• Increasingly roll out their technology offer, researching and testing mainstream tablet and smart phone technology to aid independence with people who use services</li> </ul>  |

| Service Area | Development Strategies  |
|--------------|---|
|              | <ul style="list-style-type: none"><li>• Travel Training services</li><li>• Money management support</li><li>• Personal independence skills building (example: learning to cook in your own home)</li><li>• A training and supervision service for Personal Assistants employed by people with an individual budget</li><li>• Registered personal assistance service</li><li>• Telecare Response</li></ul> |

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## Appendices

1. Financial Projections (confidential – commercially sensitive)
2. Financial Assumptions (confidential – commercially sensitive)
3. Overview of other LATCs

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