

## 1. Vision

We will actively work to deliver the best options of accommodation with care and support to Surrey residents. We will do this by integrating our approach across health, care and the community, and re-shaping the market to ensure everyone has access to the right support regardless of tenure.

## 2. Purpose

Our purpose is to develop local partnerships and opportunities for a range of flexible and financially self-sustaining accommodation with care and support that will enable adults to live and age well in Surrey.

## 3. Scope

- This strategy outlines what we want to achieve in accommodation with care and support over the next 20 years, focussing on public value and resident experience. It sets out our strategic intent for all the accommodation based services we commission and provide for residents of Surrey who have care and support needs, covering all care groups including older people, people with learning disabilities, people with physical and sensory disabilities, and people with mental illness.
- The strategy documents our intention to shape the market and to make a strategic shift from traditional residential and nursing care to jointly commissioned, innovative accommodation with care and support.

## 4 Context

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Surrey's population is increasing and ageing. By 2035 there will be:

More than 24% of the local population over the age of 65	A 75% increase in dementia prevalence in the 65+ population	18,200 people aged 18-64 with a learning disability	19,000 people aged 18-64 with a physical disability
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**Policy** - The Care Act means we now have a responsibility to promote wellbeing, focus on prevention, provide information and advice, and promote sustainable markets. Our statutory duties now explicitly reference housing as key to promoting the integration of health and care. The Children's and Families Act has introduced Education, Health and Care Plans for young people aged up to 25.

**Personalisation & Choice** - We need to be able to offer residents the right accommodation choices to meet their health and wellbeing needs; ensuring there are flexible options which will adapt as their needs change, whilst ensuring choice and control for the individual.

**Communities** - We recognise the contribution families, friends and communities make in helping people to live and age well. We need to ensure accommodation supplements rather than duplicates this support. We need to counter the ill effects of loneliness linked to isolation.

**Resources** – We are facing unprecedented challenges in Surrey, including increasing demographic pressures, the responsibility of maintaining a sustainable local care market, workforce recruitment and significant financial implications of key legislative changes.

**New opportunities** - Technology is changing how we all live, learn, work and communicate. New technology is becoming increasingly relevant and available to people with care and support needs including technology designed specifically to support independence.

**Accommodation trends** - trends indicate a declining demand for residential care, a growing popularity of Extra Care housing and an increase in people being supported to live independently. Demand for nursing care in Surrey is projected to increase due to people living at home longer and needing more intensive services later in life.

## 5. Principles

Accommodation that we commission/provide will be:

<p><b>Person centred</b> Enable residents to exercise choice and control and promote independence</p>	<p><b>Outcome focused</b> Focus on improving residents' wellbeing and integrating with communities</p>	<p><b>Innovative</b> Learn from innovative practice elsewhere and maximise all opportunities to deliver a digital service</p>
<p><b>Future proof</b> Have a clear understanding of predicted future demand and supply and create financially viable and value for money services</p>	<p><b>Partnership focussed</b> Work with CQC, CCGs and Borough &amp; District Councils to deliver the right accommodation for the local area</p>	<p><b>Intelligence led</b> Base decisions on relevant data and recognise and share best practice. Be transparent about decision making</p>

## 6. Outcomes

Residents with care and support needs will:

- have improved **wellbeing** and **quality of life**
- feel **supported** by their **communities**
- be able to live in **suitable accommodation** with **appropriate care** and support to meet their **changing needs** now and in the future
- have **accommodation choices** available to them to meet their range of health and social care needs **flexibly** and **responsively**
- get the **right level of support** at the right time and in the right way.

For the Council:

- the model of accommodation provision in Surrey is **affordable** and **sustainable** into the future.

# 7. Financial Implications

By focussing on ensuring a better understanding of future demand and developing the market sufficiently to meet those needs, whilst also maximising the use of our assets, this programme will primarily contribute towards the savings already planned in the Medium Term Financial Plan (MTFP) and those required in future years. In particular the programme will contribute towards achieving savings planned as part of the Directorate’s whole systems demand management strategy as set out below. Additionally, this work will help the service to optimise its block contracts as part of the Directorate’s sustainable markets and resources strategy.

The programme will contribute to achieving the following whole systems demand management savings:

- improve wellbeing to manage increasing demand and care needs;
- shift in Older People care pathway;
- Family, Friends and Community support;
- targeted strategic shift from residential to community based provision for people with learning disabilities; and
- optimisation of Transition pathways working with young people and families early to develop greater independence as part of preparation for adulthood

There is potential for further savings beyond those that are currently built into the MTFP. The expansion of Extra Care housing in Surrey is one area where further savings are considered possible. Based on an initial assessment of the cost of Extra Care housing compared to alternative forms of care, future demand for care services and capacity of the market to develop new Extra Care housing schemes, an additional £1m in revenue savings is forecast and has been added to the MTFP for 2018 to 2021. There may be potential to increase this should sufficient additional market capacity be created around Extra Care housing. The Council will work with partners and the market to maximise any opportunities for additional savings as they arise, whilst recognising the challenging targets the service is already planning to deliver.

The implementation of the strategy may require investment from the Council – this will be considered as part of any resulting business case to ensure value for money is maximised and further approval will be sought from the Cabinet as necessary.

# 9. Message to the Market

The way that social care is delivered in Surrey has changed and will continue to evolve in the foreseeable future. Working in partnership with our Clinical Commissioning Group colleagues, our focus is on helping our residents to stay independent for longer and to enable them to make their decisions on the care and support services they may need.

Surrey County Council is committed to developing accommodation with care and support where needs are greatest across the county and that:

- promotes independence and social inclusion
- works alongside other services and communities to meet an individual’s needs
- has the infrastructure to deliver flexible care and support in a planned, person centred way
- provides dementia-friendly environments
- becomes the centre of vibrant communities for people to live and age well.

We will work with developers and providers of accommodation with care and support who can demonstrate that their models:

- mitigate future care costs as people’s needs change, especially in comparison to more institutionalised care
- support people in the continuum of care through to end of life
- reduce risks of hospital admissions
- follow best practice in design and care
- are transparent about the cost of the care package within their charges
- meet evidenced local need.

# 8. Future Direction

## Our Approach

We need to be able to offer residents the right accommodation options to meet their health and wellbeing needs, in a way that supports them to live as independently as possible. We recognise that there will still be a role for traditional care services in Surrey in the future but will look more creatively at how care and support can be integrated into accommodation to reduce the need for those traditional services for most residents.

The Council will think and act creatively in addressing the challenges we face, whilst pursuing a preventative approach to accommodation. This approach will involve:



Extra Care housing, Assisted Living, Supported Living and Supported Housing are valuable housing options, and represent positive choices for people. These forms of accommodation can assist more vulnerable adults to live within their local community through:

- multiple tenure options
- peace of mind and reassurance
- flexible care and support designed around the individual
- the integration of digital technologies and adaptations.

## Partnerships

Within the framework of integration and strengthening partnerships, we will seek to work with the Care Quality Commission, Clinical Commissioning Groups, Districts and Boroughs, the Children Schools and Families Directorate and other critical partners to jointly commission solutions and develop flexible models of care. We will seek to co-design services with service users, families and carers. This will ensure that residents receive the best services within their local communities.

## Benefits

The expected benefits of this approach are:

- care and support services that can be flexed around the individual and their changing needs
- opportunities to develop accommodation options as hubs of the local community, for residents and non-residents alike
- individuals are able to live within and be part of thriving local communities and remain independent
- the development of purpose built accommodation with a range of tenure options, with the ability for assistive technologies to be added on an individual basis
- accommodation options that provide a range of activities and opportunities that support Surrey's Families, Friends & Community strategy.
- more seamless support with earlier focus on preparation for adulthood and developing greater independence