

Public Document Pack



AUDIT AND SCRUTINY COMMITTEE THURSDAY, 7 JUNE 2018

A MEETING of the AUDIT AND SCRUTINY COMMITTEE will be held in the COUNCIL CHAMBER, COUNCIL HEADQUARTERS, NEWTOWN ST BOSWELLS on THURSDAY, 7 JUNE 2018 at 10.00 am

J. J. WILKINSON,
Clerk to the Council,
1 June 2018

BUSINESS		
1.	Apologies for Absence.	
2.	Order of Business.	
3.	Declarations of Interest.	
4.	Minute Minute of Meeting of the Audit and Scrutiny Committee held on 14 May 2018 to be approved and signed by the Chairman. (To follow.)	5 mins
5.	SB Cares (Pages 3 - 18) Presentation by Managing Director, SB Cares, on the performance of SB Cares in relation to the aims and targets set within SB Cares Business Plan. (Copy attached).	30 mins
6.	Scrutiny Reviews (Pages 19 - 20) Update on Scrutiny Review Programme and consideration of the 2018/19 Programme. (Copy attached)	15 mins
7.	Any Other Audit Items Previously Circulated.	
8.	Any Other Audit Items which the Chairman Decides are Urgent.	
9.	Date of Next Meeting The next meeting is scheduled to take place on 26 June 2018.	

NOTES

1. **Timings given above are only indicative and not intended to inhibit Members' discussions.**
2. **Members are reminded that, if they have a pecuniary or non-pecuniary interest in any item of business coming before the meeting, that interest should be declared prior to commencement of discussion on that item. Such declaration will be recorded in the Minute of the meeting.**

Membership of Committee:- Councillors S. Bell (Chairman), H. Anderson, K. Chapman, J. A. Fullarton, S. Hamilton (Vice-Chairman), N. Richards, H. Scott, R. Tatler and E. Thornton-Nicol

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Business Plan 2017-2022

Our vision: to become *the **provider of choice** for adult social care services
in the Scottish Borders*

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Chairman's and Managing Director's Summary

Welcome to the SB Cares Business Plan, covering the period 2017-22. The Plan sets out what we want to achieve over the coming years, what we will prioritise, the resources we need, and how we will measure and report on our performance.

This is the first business plan set against the approved Scottish Borders Health and Social Care Partnership Strategic Plan (2016 -19). The strategic aims and priorities that we have established for SB Cares align completely with the objectives within the Borders Strategic Plan, and the Scottish Government's aims of integration which are:

- **Better outcomes and experiences for individuals and communities**
- **Better use of resources across health, care and support systems**

(Health and Social Care Integration Public Bodies (Joint Working)(Scotland) Act 2014)

We will only be able to meet the challenges we face and deliver our strategic aims by working as a key partner influencing the client pathways within the context of integrated Health and Social Care and by building strong relationships with those who commission services from us.

2016/17 was our second full year of operation and we have achieved many successes:

- we **supported 12,000 clients, their families and carers** in the following ways:

821,000 Home Care visits	45,000 Pieces of ability equipment	3,200 Personal monitored alarms	190 Clients supported in Care Homes & Extra Care Housing	150 clients attended our day services
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- we **improved the quality of our services**, with 84% of our services receiving Care Inspectorate grades of Good or above
- we **grew our business**, increasing our Home Care provision by 25% (1200 hours per week) and launching our direct sales of personal alarms and ability equipment
- we stepped in as **provider of last resort**, on behalf of Scottish Borders Council, to provide emergency support to a significant number of vulnerable clients
- we introduced **new ways of working**, for example sharing staff and expertise across service types
- we delivered a contribution to the Council of **£480k in 2015/16** , are on target to deliver a contribution of **£650k for 2016/17**, and this Business Plan will ensure we deliver a **£924k** contribution in 2017/18

Delivering best value remains high on our agenda and our Management Team and Board are now focused on strengthening SB Cares' position in the market place whilst striving to provide the highest quality adult social care services.

We believe that by addressing the priorities in this plan, SB Cares will work to be recognised as **the provider of choice for adult social care services in the Scottish Borders** and can be benchmarked against the best in class. This is the vision that should drive all our work over the coming years.

Jim Wilson, Chairman

Philip Barr, Managing Director

Our Strategic Aims, Priorities & Key Activity for 2017-2022

For SB Cares to become *the provider of choice for adult social care services in the Scottish Borders*, we will focus on 3 strategic aims:

Quality	Efficiency	Business Growth
<i>To have a team of staff who deliver seamless, high quality care and support to every client</i>	<i>To deploy our staff, resources and finances as efficiently and effectively as possible, ensuring best value</i>	<i>To expand and grow the services we provide for the people of the Scottish Borders and generate income to invest in future care services</i>

Our Priorities	Key Activities
1. Invest in our Staff to improve Client outcomes	<ul style="list-style-type: none"> Develop and deliver a robust, long term People Plan focused on recruitment, training and development, and succession planning Deliver a staff training programme, which supports the efficient and effective delivery of services and focuses on quality Develop and implement a robust Communications Programme that engages all levels of staff
2. Build on key partnerships	<ul style="list-style-type: none"> Influence the development of new innovative models of care to support client pathways Build relationships with partners and commissioners to ensure that SB Cares is an influential partner within the provision of Health and Social Care in the Borders Improve our joint working and communication with partners Ensure maximum value through our Service Level Agreements (SLAs) with Scottish Borders Council
3. Make our services as efficient and effective as possible	<ul style="list-style-type: none"> Review and implement our Procurement Strategy to ensure we have the right goods and services at the right time at the right cost Deploy staff more effectively across all services, using technology and data Help staff simplify and standardise processes and reduce unnecessary bureaucracy Constantly review and challenge how we deliver our service Working with Scottish Borders Council, develop a strategic plan for improvements to care homes, premises and other capital assets
4. Modernise our services through technology	<ul style="list-style-type: none"> Develop and implement a Digital Strategy to support efficient and effective delivery and monitoring Maximising the use existing IT systems to support service delivery Develop client-focussed technology solutions Improve data collection to develop services and support decision making Maximise the benefits from our business intelligence tools
5. Grow and develop our business	<ul style="list-style-type: none"> Commercialise our alarm and equipment services Identify new income streams and increase revenue (expand our services to new clients not eligible for service through Scottish Borders Council) Develop new services in conjunction with partners and stakeholders Develop and implement a Marketing Strategy to build a strong reputation Commission external expertise where required
6. Develop excellent governance	<ul style="list-style-type: none"> Continue the development of our new approach to Financial Management Develop benchmarking and performance reporting to monitor and support decision making within services Fully develop a performance reporting framework for our Board, Strategic Governance Group (SGG) and other key stakeholders Develop a robust and effective approach to Programme Management Develop more robust internal controls for SB Cares to satisfy audit requirements and provide assurance to our Board and Scottish Borders Council

Some of the projects we have already started are detailed in **Appendix 1**

About this Business Plan

This plan covers the period 2017-2022. It has been shaped by:

- the challenging targets we have been set by Scottish Borders Council for generating future financial contributions
- the ongoing development of integrated health and social care
- engagement with our staff, partners and stakeholders
- feedback from customers, through our satisfaction surveys, comments and complaints
- Care Inspectorate standards, requirements, recommendations and feedback
- other regulatory and statutory/legal requirements
- areas for improvement that we have identified during the first two years of operation

Structure of the Plan:

About us	Who we are and what we do
SB Cares' Operating Context	The national and local backdrop for our work
Our Values	The values we have adopted as an organisation, that should run through all our work
Delivering this plan	What is involved to deliver this plan, including: <ul style="list-style-type: none">• Financial Strategy• People Plan• Marketing and Sales Plan• Communications Programme• Digital Investment• Innovative and effective Contract Management
Measuring performance and reporting success	How our Board, stakeholders and partners will know how we are doing, including benchmarking
Finance	What we are targeted to achieve; how we will do it; identified financial risks

About us

Established as a fully owned Council Company in 2015, SB Cares is a forward thinking care provider, delivering adult social care across the Scottish Borders. Previous to SB Cares being established, adult social care was provided by Scottish Borders Council . However, with a changing context and demographic pressures, the SB Cares model gives us the ability to:

- effectively and efficiently support the implementation of Self Directed Support (SDS)
- provide and sell a range of services to people who do not meet the Council's current eligibility criteria to provide preventative services
- establish a robust business culture and ethos (sometimes difficult within a Council)
- efficiently and flexibly deploy resources, resulting in efficiency savings
- provide a more responsive service at a local level to service users and carers, through streamlined management structures and a clear focus on the provision of adult social care
- ensure the Council continues to be able to meet its statutory responsibilities by establishing a "provider of last resort", one of the key benefits of the Council setting up an organisation which it wholly owns, ensuring the continuation of publicly owned services to the people of the Borders in the most cost effective way possible.

We are the largest provider of adult social care in the Scottish Borders and, after Scottish Borders Council and NHS Borders, one of the largest employers in the region. Our annual turnover is **£18 million**, with 92% of income coming from Scottish Borders Council to provide commissioned care.

We have a range of premises across the Scottish Borders from which we deliver services to clients including **5** care homes, **1** extra care housing development (in Peebles), and **13** premises for delivering a range of day services. We also have our head office in Newtown St Boswells, **1** alarm monitoring centre, **1** community equipment store and **5** homecare offices.

850 highly trained staff delivers a range of services within the community to help people remain at home, or in a homely setting, and ultimately stay out of hospital. Services include:



We work in partnership with Scottish Borders Council and NHS Borders and are regulated by the Care Inspectorate.

SB Cares' Operating Context

The Scottish Government is committed to enabling older people to live healthy, active and independent lives, and wants older people to have the services they need, and to be involved in the planning of those services. Since the introduction of the Community Care and Health (Scotland) Act in 2002, and the introduction of free personal care, the focus has been on helping older people remain at home or in a homely setting. With the recent integration of Health and Social Care, outcomes should improve further, with shorter routes to services and faster journeys along these routes.

SB Cares' operating context in the Scottish Borders is extremely challenging. By the year 2032, the number of people aged 65 and over in the Scottish Borders is projected to increase by 51%, a faster rate than the 49% for Scotland overall. The number of people *under 65* is also projected to decrease in the Scottish Borders (which presents real challenges for large employers such as SB Cares). Age is strongly related to patterns of need for health and social care. These changes will influence how we deliver services in the future.



Source: National Records of Scotland 2012-based population projections

The Borders is largely a remote and rural area, with each area having individual characteristics and therefore different needs. From the more remote rural areas south of Hawick to the coastal communities around Eyemouth, scheduling and delivery of services is complex. About a quarter of the households in the Borders are composed entirely of people aged 65 and over. This age group has a greater need for our services. The growing number of people with dementia is also a big challenge. People are living longer than ever and this trend is set to continue.

The Scottish Borders Health & Social Care Partnership Strategic Plan 2016-19 identifies the case for change in the Scottish Borders:

- Increasing demand for services from growing aging population
- Increasing pressure on limited resources at a time of constraints on public funding
- High expectations from service users.

Appendix 2 shows the delivery structures for integration, both nationally and locally.

Our values

Our clients are at the centre of everything we do. The six values below, established when SB Cares was set up, define how we will work:



Our values reflect the very human nature and the singular focus of the care services we provide. As such, all our staff must operate with integrity, compassion and care, whether they are dealing with a vulnerable young adult who is in receipt of our service for the first time or an older person who has been in receipt of care over a number of years. Because our services are often delivered at difficult times, for example towards the end of life, it is crucial that all staff are aware of and embrace our values fully.

The values are equally important when dealing with other staff and partners. The way we treat each other, and those with whom we work to deliver services, is key to creating an organisation where people want to work.

And as resources tighten within the public sector, innovation will become increasingly important if we are to be the provider of choice well into the future.

Delivering this plan

Successful delivery of this plan will require time and resource being invested in the following areas:

- **Financial Strategy** – We will continue to develop robust approach to financial management to support effective decision making and high quality planning. In addition we will work to a detailed procurement strategy, simple financial process, to ensure excellence in compliance with SB Cares policies.
- **People Plan** – Through application of a detailed People Plan we will ensure that the business is sufficiently resourced and skilled to deliver services now and in the future. Currently near completion, the People Plan is comprehensive and covers areas such as training, recruitment and retention, succession planning and staff development. Successful implementation of this plan will require continued close working with our colleagues in Scottish Borders Council Human Resources, Training and Communications teams.
- **Marketing & Sales Plan** – Resource and financial investment as well as staffing restructure will be required to maximise commercial sales opportunities. In addition; external expertise will be commissioned to assist with the development and implementation of a comprehensive marketing plan.
- **Communications Programme** – SB Cares has a wide range of internal and external stakeholders and we have previously recognised the challenges in ensuring clear, accurate and timely engagement with all stakeholder groups. We will continue to work with our partners in Scottish Borders Council Communications team to implement a detailed and proactive communications programme.
- **Digital Investment** – We will continue to work with Scottish Borders Council and other ICT partners to ensure the business benefits from the focussed development of existing technology and introduction of new technologies. We recognise that technology presents opportunities to develop our services in an innovative fashion to meet projected demands as well as offer new services.
- **Innovative and effective Contract Management** – SB Cares will maintain excellent working relationships with all partners to ensure effective contract management to meet the continuing market challenges. We will apply simple and effective business processes whilst encouraging flexibility, best value and innovation in the provision of adult social care services.

SB Cares colleagues from across the business will be involved in every aspect of the delivery of this plan, engaging through working groups, consultation with stakeholders and discussions at team meetings.

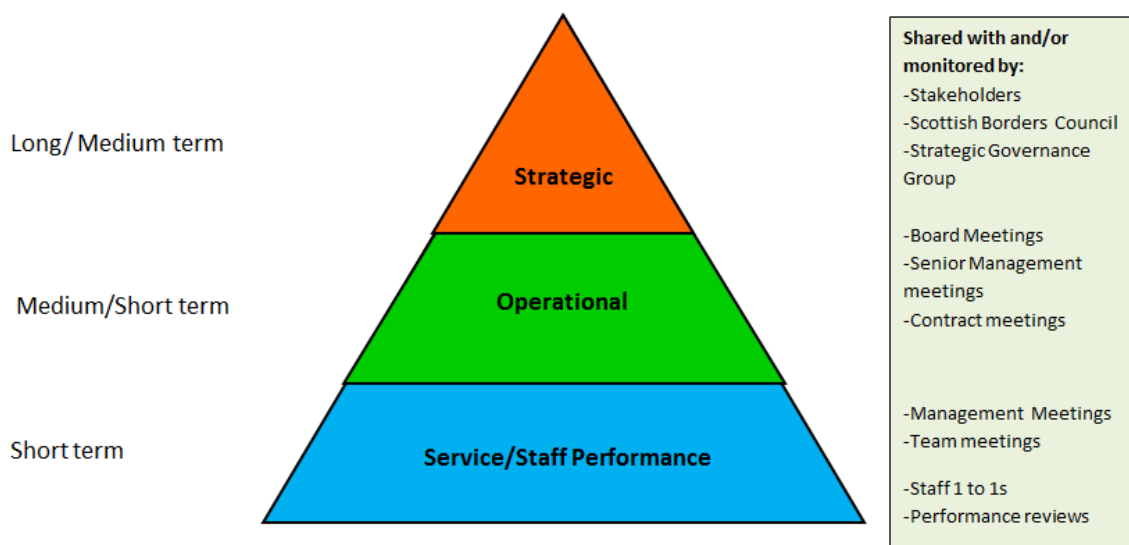
Measuring performance and reporting success

As part of our 2016/17 business plan, we developed a set of Key Performance Indicators (KPIs) that require to be further developed to allow us to demonstrate to our Board and other stakeholders that we are making progress against our 3 strategic aims.

As well as strategic reporting, we must also develop our operational performance management capability which is presently constrained by a lack of appropriate systems to allow the collection of relevant data. The development of a Digital Strategy and implementation programme will be critical to allow the monitoring of operational activity and the demonstration of best value.

We aspire during 2017/18 to develop an initial suite of performance measures which will be reported from the following way:

- to our management team on a regular basis to support operational decision making
- to our Board on a monthly basis to show how well we are working toward our 6 priorities. We will also provide a fuller, quarterly report
- to the Strategic Governance Group (SGG) twice yearly, providing assurance that we are meeting our 3 strategic aims and achieving best value
- to Scottish Borders Council's Executive Committee twice yearly (after our SGG) to ensure that Scottish Borders Council fulfils its duty under the Local Government in Scotland Act in terms of public performance reporting
- an annual report in August each year that can be used with a variety of internal and external stakeholders



We will endeavour to ensure that our KPIs link clearly to our 3 Strategic Aims:

- Quality- training, inspections, customer satisfaction
- Efficiency- deployment of staff, finance, other resources, contribution generated
- Business Growth- new customers, products, sales

Benchmarking our performance

Reviewing our own performance and monitoring trends over time is important to drive improvement within our business, but looking at how we compare to others is also important.

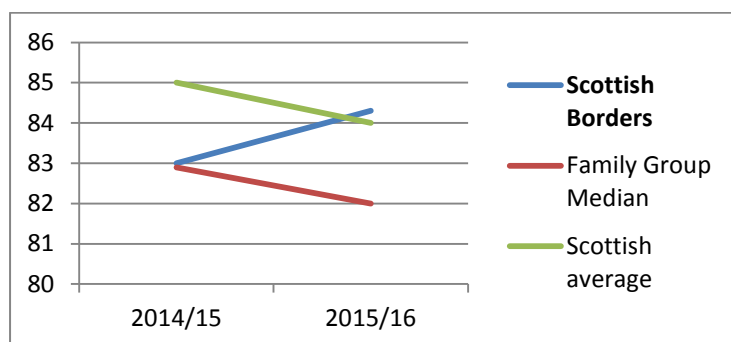
The introduction of the Local Government Benchmarking Framework (LGBF) a few years ago, co-ordinated by the Improvement Service, requires Councils to include comparisons with other Local Authorities as part of their public performance reporting, and to link clearly to the "[my local council](#)" site where benchmarked data from all Scottish Local Authorities sits.

As councils increasingly use alternative models of service delivery, direct comparisons will become increasingly difficult but some of the new measures introduced during 15/16 are influenced heavily by SB Cares' work, in particular:

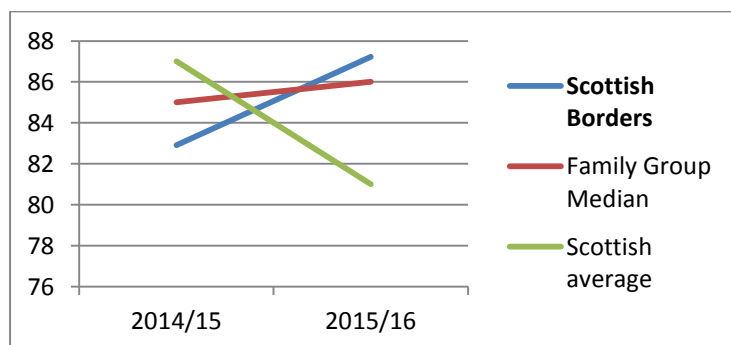
- How satisfied are adults with their care or support?
- How satisfied are adults supported at home that their services and support had an impact on their quality of life?

These measures are taken from the Scottish Government's "Care and Experience Survey" and between 2014/15 and 2015/16 (during SB Cares' first year of operation), adults in the Scottish Borders were increasingly satisfied with the care they received, with rates higher than both Scottish average and the median for other similar local authorities (those in the same "family group"). See below:

% of adults receiving any care or support who rate it as excellent or good



% of adults supported at home who agree that their services and support had an impact in improving or maintaining their quality of life



Each year, SB Cares will review LGBF data and will, during 2017/18, explore others against whom we can benchmark. The more benchmarking we do, the more we can focus on service improvement and look at what is best practice.

Demonstrating impact

As well as reporting the “numbers”, we are keen to show the human side of performance, the impact that we are having on people’s lives on a daily basis. We will therefore include, within our reporting to Strategic Governance Group, a range of case studies that demonstrate we are making a difference across the Scottish Borders. We will also show where we have made significant service improvements and grow the business.

Finance

SB Cares has set out its 3 strategic aims for the next 5 years and the investment required achieving its 6 priorities, and we need to ensure that this is supported by the right level of financial resource. The majority of our income is from Commissioned Services with total income for 2017/18 forecast at £18.5m.

As a service-based company, our largest expenditure is our staffing cost which accounts for 85% of our direct costs and deploying our staff efficiently and effectively will be a key focus for the period of this Business Plan.

We have a very lean management and business support structure, and have identified that this is an area that requires investment to support the delivery of this 5 year business plan.

We recognise that there is continued pressure on public spending and SB Cares has already permanently returned £480k to Scottish Borders Council through a reduction in contract price in 2015/16 and we are on target to achieve a further £650k contribution for 2016/17.

To deliver this Business Plan and achieve the target contribution agreed with the Council of £5.724m over the next 5 years we need to set a financial strategy to support the delivery of this business plan.

Our high level financial strategy is to:

- Set a prudent, sustainable budget in line with activity, forecast income and support the delivery of target contribution
- Continue to invest in our transformation programme to improve the quality of our services and deliver savings
- Work with our partners to identify cost avoidance opportunities through new ways of working to meet existing and increasing demand
- Work with Scottish Borders Council to invest in our properties through the Council’s Capital Plan to improve the quality of our services and reduce revenue costs
- Grow our business to maximise income to support the delivery of adult social care services
- Access available grant funding to support the delivery of SB Cares priorities in particular funding to develop new technology to support the provision of our care services

Identified financial risks

The target contribution in 2016/17 was a challenge with the majority of savings achieved through temporary measures. The key areas of risk to deliver SB Cares Business Plan and financial targets are:

- Lack of resources to deliver the business plan
- Continuing pressure from Commissioners to do more with the same or less
- Continuing step ins as provider of last resource diverting staff from delivering SB Cares 6 priorities
- Lack of political buy in for proposed efficiencies
- Anticipated market growth not as buoyant as forecast
- Significant reduction in public funding over the period of the plan

This business plan reflects the actions necessary to mitigate against those factors we can influence.

The forecast below sets out the target contribution set by the Council of **£5.724m** that needs to be achieved by SB Cares over the next 5 years.

5 Year Target Contribution	2017/18	2018/19	2019/20	2020/21	2021/22
	£	£	£	£	£
Income					
Scottish Borders Contract	16,736,080	16,736,080	16,736,080	16,736,080	16,736,080
Other Income	1,708,709	1,768,709	1,868,709	1,868,709	1,868,709
Total Income	18,444,789	18,504,789	18,604,789	18,604,789	18,604,789
Expenditure					
Staff Costs	14,765,251	14,663,423	14,611,606	14,611,606	14,611,606
Rent for Properties	41,138	41,138	41,138	41,138	41,138
Supplies & Services	2,094,108	2,094,108	2,094,108	2,094,108	2,094,108
Total Service Expenditure	16,900,497	16,798,669	16,746,852	16,746,852	16,746,852
Contribution to Overheads	1,544,292	1,706,120	1,857,937	1,857,937	1,857,937
Management and Business Support	619,930	619,930	619,930	619,930	619,930
Target Contribution	924,362	1,086,190	1,238,007	1,238,007	1,238,007

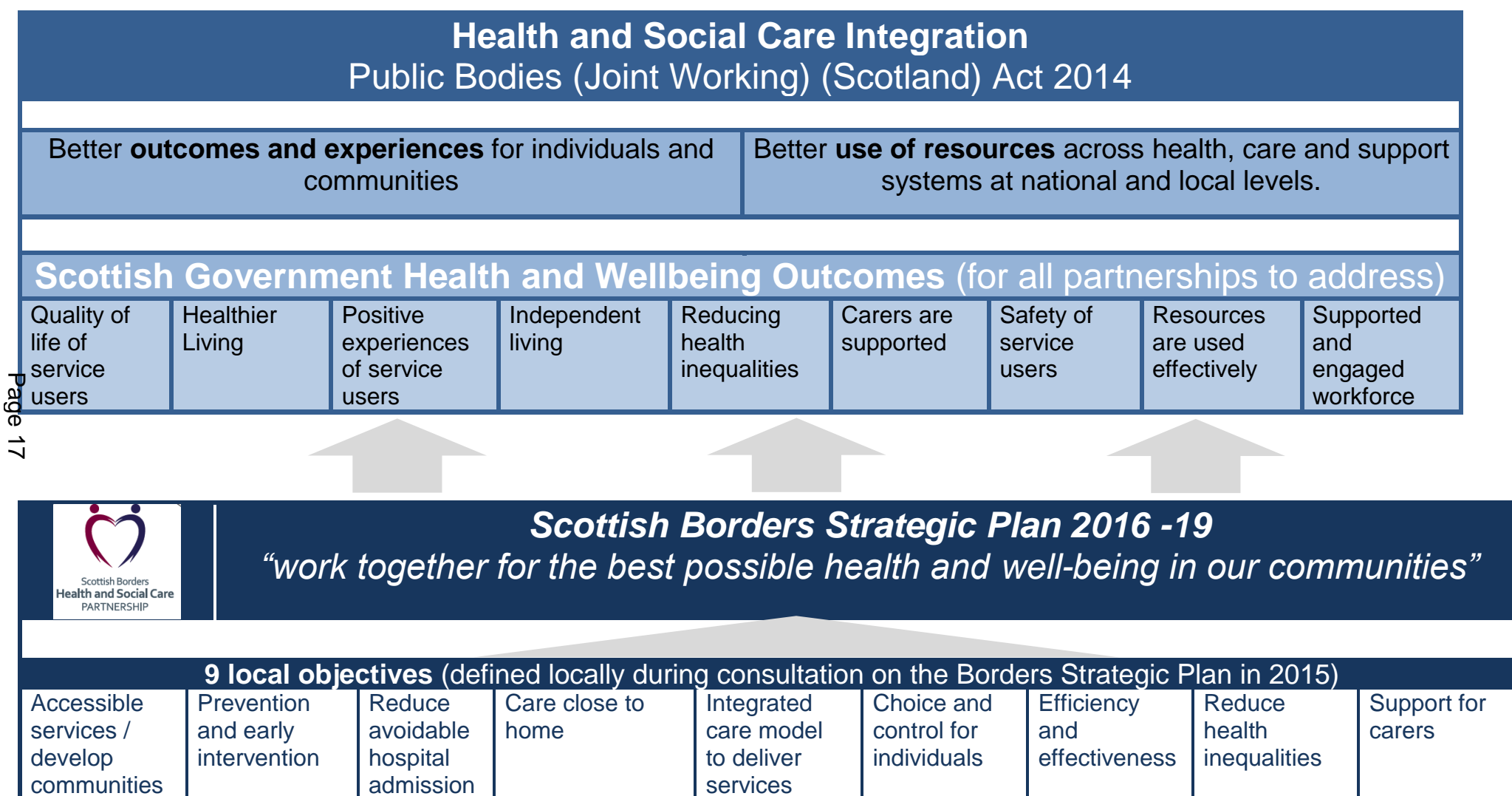
Where our Business Plan delivers savings for our partners these will contribute to our target contribution above.

Appendix 1: Current Business Change Projects

SB Cares has in place a programme of business change to provide structure to the delivery of various outcomes, priorities and actions. The distinct work streams are grouped into five overarching projects. Projects and Workstream currently in progress include:

Project Name	Workstream	Project Description
Commercial	Borders Ability Equipment Service Sales	Maximise income from direct sales of equipment
	Personal Alarms Service New Income	Maximise income from direct sales of alarms services
	Service Delivery Reviews	Review alternative options of service delivery of existing SB Cares services
Home Care Review	Staff Scheduling	Ensure effective deployment of staff in all areas
	Management and Admin Review	Review of structure, numbers & function to meet service demands
	Shopping Service Review	Review of Shopping Service model
Procurement	Supplies and Services Savings	Efficiencies through procurement
	Fleet Optimisation	Reduce cost of Business Miles and make best use of Fleet options including electric vehicles currently in use.
Service and Staff Reviews	Kitchens in care homes	Review remaining on site catering provision
Systems Development	Care Operating IT System Contract Review and Development	Maximise benefit from use of existing care operating IT system
	Borders Ability Equipment Service Stock Management Valuation & System development	Adjustments to accounting process for stock and development of supporting IT systems

Appendix 2: Delivery structures for Health and Social Care integration, both nationally and locally



For more information on any aspect of this plan, contact:

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Scrutiny Work Programme 2018/19

	Review subject	Outcome/Lead Officer	Provisional Meeting Date
1	2G and 3G Pitches Update	Presentation giving an update on 2G and 3G artificial pitch provision in the Scottish Borders from the previous Scrutiny review carried out in February 2017. (Lead Officer: Martin Joyce, Service Director Assets & Infrastructure)	15 February 2018 Completed
2	Home Schooling Update	Presentation giving an update on any legislative or guidance changes to home schooling requirements from the previous Scrutiny review carried out in February 2017. (Lead Officer: Donna Manson, Service Director Children & Young People)	19 April 2018 Completed.
3	Community Access to Schools	Ensure community groups and the public make full use of availability of infrastructure in schools for learning, leisure and sport. (Lead Officer: Martin Joyce, Service Director Assets & Infrastructure)	19 April 2018 Completed.
4	Health and Social Care Integration Joint Board	Greater understanding of how the Integration Joint Board is delivering the Health and Social Care Strategic Plan to improve the lives of Borderers and meet the growth demands in the care sector. (Lead Officer: Rob McCulloch-Graham, Chief Officer, H&SCI)	14 May 2018 Completed.
5	SB Cares	The performance of SB Cares in relation to the aims and targets set within SB Cares Business Plan. (Lead Officer (SB Cares): Philip Barr, Managing Director, SB Cares)	7 June 2018
5	Delivery of the IT Strategy and Plan within Scottish Borders Council	Confirm the deliverables set out in the ICT programme are in place to deliver the business transformation programme and other corporate plan outcomes (Lead Officer: David Robertson, Chief Financial Officer)	After Summer recess 23 August 2018?
6	Community Access to Schools	Scoping paper (para 3.6 of Minute of 19 April 2018 refers).	1 November 2018
7			13 December 2018
8			14 February 2019
9			18 April 2019
10			6 June 2019

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