



Executive Summary

The Management Committee presents the Directors' Report for the trading period 2017/2018 and audited financial statements for the year ended 2017/18.

Encompass LATC generated a surplus of £34,546 in the financial year 2017/18.

Changes to the assumptions and methods of valuations used by the actuary for the FRS102 pension adjustments in 2017/18 led to a pension liability of £2,195,000.

It is important to note that at the last triennial revaluation of the scheme the actuary found the scheme to be well funded and the net pension deficit has fallen from £2,257,000 in 2016/17 to £2,195,000 in 2017/18 due to the growth in value of the underlying assets exceeding the growth in pension obligations.

We are satisfied that our annual report and accounts are accurate and free from any material mis-statement.

About Encompass

Encompass LATC is a limited company delivering a diverse range of services but with a vibrant and strong synergy between each service. Encompass LATC deliver statutory housing, homelessness and adult social care services. Encompass Living empowers people to live the lives to which they aspire by helping them maintain their independence and remain living at home for as long as possible.

Encompass Innovate was born from Encompass's desire to ensure that information technology enhanced the customer experience, giving greater access to advice and information services. Our innovative approach to maximising benefit from effective use of modern ICT and exploring new, emerging technologies in a dynamic and innovative arena has led to the development of consultancy as a service.

Together our three services underpin the approach Encompass has to empowering people who are in crisis, in need of support, or simply require advice and information to resolve their problem, whether that is at home or at work. Always looking for solutions, Encompass offers the most appropriate resolutions to meet people needs.

Our services assist people to find the information, advice and support that will make life better at home and at work, and support people to lead the lives to which they aspire.

Company Information

Reference and Administrative Information Company Name: Encompass LATC Ltd
Company registration number: 10184775

Registered Office and operational address: Civic Offices, St Nicholas Way, Sutton, Surrey, SM1 1EA

Company Secretary: South London Legal Partnership

Auditors - Barker, Turpin and Armstrong

Board of Directors: Mr S. Latham (Chair), Mr N Ireland, Mr R. Mills, Mrs F Kemp, Mr Michael Mackie, Mrs L. Thomas

Senior Management Team: Mrs R. Mounsey, Mrs H. Davies, Mr Justin Walker, Mr M Rees-Harris

The Governance Arrangements and Structure of the Organisation.

The LATC seeks to ensure Sutton Council, and the borough's council tax payers, are able to achieve the best value for money at a time of significant austerity and rapidly increasing demand by getting the most out of a reducing budget, whilst maintaining support for vulnerable households.

Encompass LATC was established to generate income in order to protect services. To support Encompass's vision and mission, new, non-statutory services have been developed which generate an income and support the delivery of statutory services.

Encompass LATC is a company limited by shares, incorporated on 17th May 2016 and wholly owned by the Sutton Council. The company was established under a Memorandum of Association which established the objectives and powers of the company, and is governed under its articles of association.

The Board of Directors is accountable to the Sutton Shareholding Board which, is a sub committee of Sutton Council's Strategy and Resources Committee.

Our Senior Management Team reports directly to the Managing Director, who reports to the Board of Directors.

Chaired by Simon Latham, the Board gives their time and their expertise to agree the company's overall direction and business strategy. The Board meets monthly to plan and review strategies, policies, budgets and ensure Encompass is meeting its strategic objectives.

Members of the Senior Management Team attends Board meetings for items related to their area of business and work

As we grow and evolve, every decision always leads back to the reason we are here: so that people are supported and empowered to make decisions that improve their lives.

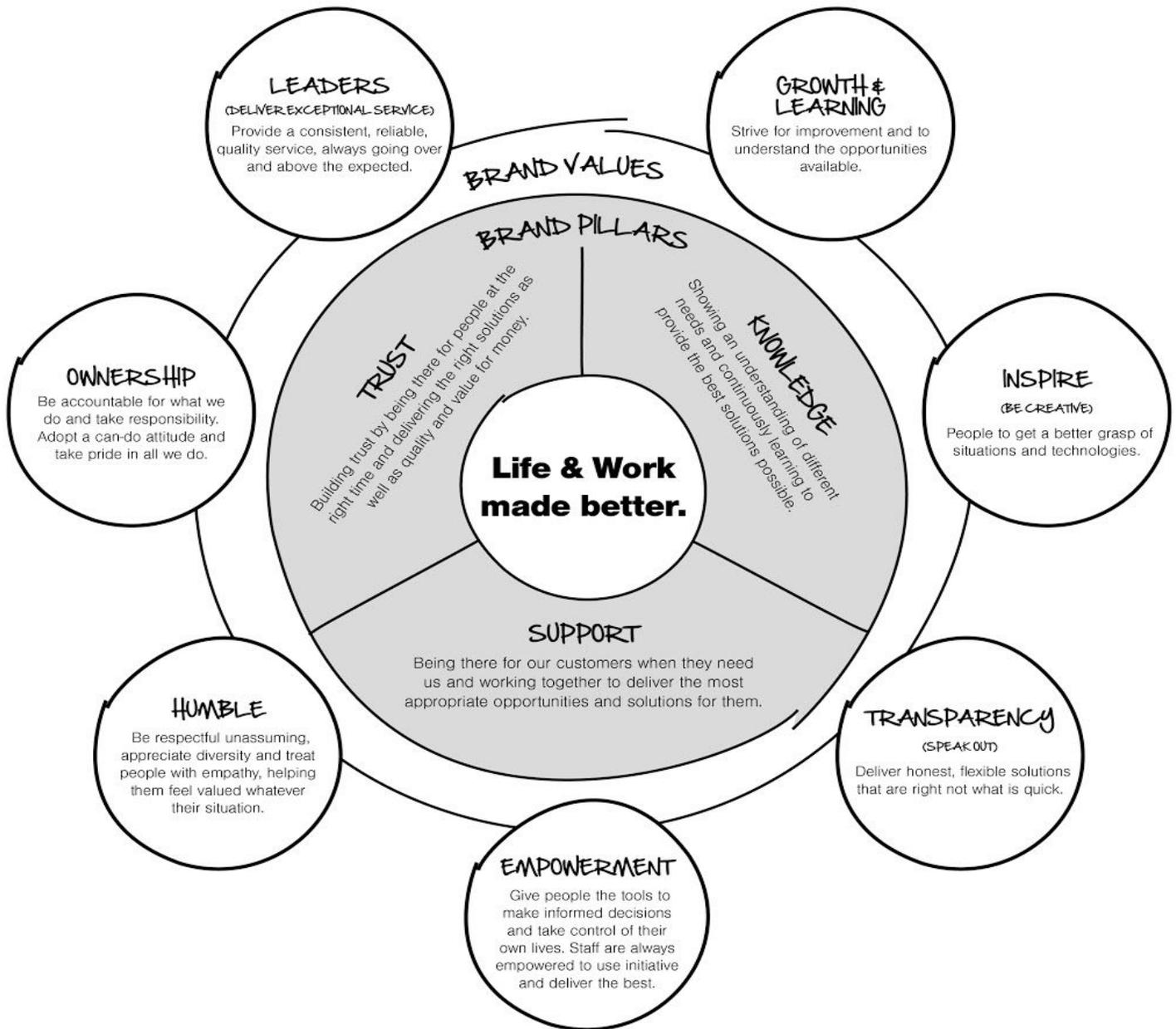
Our Mission

'Delivered with passion, sincerity and integrity we provide services which empower individuals and enrich lives'.

Our mission statement is intended to reflect that everything we do at Encompass has one aim, and that is to make life better. We do this by the provision of a wide range of services which offer guidance and support whilst continuously meeting our users needs.

'Thank you from the bottom of my heart for everything you've done for me and my children. You've been amazing and compassionate so thank you.'

6th March 2018



Our values stand at the core of our brand, and are based on three brand pillars; Knowledge - Trust - Support. Each pillar is surrounded by additional values that

strengthen and support the true meaning of the pillar. These clustered secondary values inspire the inherent expression of the brand.

Encompass LATC reflects its own brand values in its approach to delivering services but these align in perfect synergy with the Sutton Council's core values.

'May I take this opportunity to let you know how professional and efficient Mr A has been when assisting us with the rental of our property - He is a credit to your team'.

22nd November 2017

'New place is amazing. The landlord lives here too and he is so nice and been so helpful and there is cctv so just feel so much safer. And it's clean. Honestly my mood just changed over night thank you so much I can't even tell you how grateful I am. You're a legend!'

16th October 2017

Our Aims and Objectives

To Make Life and Work Better

Prevention of Homelessness and Maintaining Independence

Many people facing life changing events find they need support and advice to help them navigate an uncertain future, a crisis or simply a change in their circumstances that impacts on their lives or daily living.

Encompass LATC support and guide people through those events by the provision of information, advice and guidance. Encompass support service users to consider their options and make choices that assist them to resolve the problem, and meet their needs in the best way available.

Encompass delivers a range of services to households in the borough to prevent homelessness, support residents to remain in their homes, improve their well being and access services that meet their needs.

Services provided are:

Housing and prevention of homelessness

- Advice and information regarding how to prevent homelessness, secure accommodation and maintain a tenancy;
- Casework relating to housing, tenancy rights, repairs, welfare benefits, employment, money advice and debt;
- Where homelessness cannot be prevented, responding to actual homelessness by assessing applications from homeless households and make decisions on that application in accordance with prevailing legislation;
- Managing Sutton Council's Housing Register, allocating council housing and making nominations to Registered Social Landlords;
- Referral and signposting to other support services, for example, debt management, mental health assessment and services provided by the voluntary sector;
- Managing emergency and temporary accommodation;

Maintaining Independence

- Managing Brokerage services to arrange packages of care for adults with support needs;
- Developing person-centred support plans with service users to meet identified needs;
- Operating and developing the "Shared Lives" service, including the recruitment of carers to provide care and support to vulnerable adults within the family home;
- Manage and deliver community services from the 'Hub'. These include a gym for people with disabilities, a cafe, and I.T. classes

How our Activities Deliver Public Benefit

Preventing Homelessness in Sutton - Some Facts

- In 2017/18, 704 households who were threatened with homelessness approached our services for assistance;

- 417 households made an application to Encompass as homeless;
- On 31st March 2018 there were 566 households in temporary accommodation;
- The most common reason for homelessness was eviction by a parent or other relative (36%);
- The second most common reason for homelessness was the ending of an assured shorthold tenancy (19%);
- 58 % of households that became homeless had dependant children;
- 6% of households that were accepted as homeless had a mental illness;
- 6% of households that became homeless had physical disabilities;

Sutton Council believes that nobody should be homeless - so what are we doing about it?

- 75% of enquiries were resolved at first point of contact;
- 231 (55%) of households were accepted as homeless and provided with emergency or temporary accommodation;
- Homelessness was prevented for 69% of households who approached as threatened with homeless;
- For 109 of households, homelessness was prevented by securing accommodation in the private sector;
- 165 households were assisted to remain at home;
- 164 new properties were secured in the private sector;
- 35 households occupying social housing, whose property was too large for their needs, moved under the Under Occupation Scheme releasing larger properties for families;

'Great news. I have signed the tenancy agreement. I have received the keys and all the documents and my son and I are ready to move in. Words cannot describe how grateful I am for all the help and advice I have received. Many many many thanks K and many many thanks Encompass.'

12th November 2017

A New Approach to Preventing and Managing Homelessness

The Homelessness Reduction Act 2017 introduces a number of new duties to prevent and relieve homelessness.

The duties aim to improve homelessness service provision across the country:

- Providing all households with free information and advice on preventing and relieving homelessness and the rights of homeless people. The information must be tailored to the individual circumstances of vulnerable groups, for example, victims of domestic abuse.
- Introducing an enhanced prevention duty that changes the point at which a household is treated as threatened with homelessness from 28 days to 56 days, meaning that local authorities are required to work with people to prevent homelessness at an earlier stage.
- Introducing a new duty for those who are already homeless which will mean that local housing authorities must support households for 56 days to relieve their homelessness by helping to secure accommodation.

Encompass LATC prepared through 2017/18 for the implementation of the new duties. A robust and comprehensive implementation plan was developed and work with staff, stakeholders and partners was undertaken to ensure a collaborative approach to implementing the new duties.

A new delivery model was developed with accompanying policies and procedure.

Gateway and Initial Assessment Officers develop Personalised Housing Plans (PHP) with the service user which identifies what action both Encompass and the service users themselves will take to prevent homelessness.

Each service user with a Personalised Housing Plan is allocated a case management officer to monitor progress of actions plans. They maintain regular contact with clients to ensure the actions on the personal plan are progressed, remain relevant and take account of any change in circumstances.

Where clients are presenting with complex issues, or are likely to be in priority need and require advocacy or casework to prevent or relieve their homelessness, the Gateway Officer will refer the service user to a Targeted Adviser.

Targeted Advisers focus on negotiation and mediation with landlords and creditors, illegal evictions, harassment, supporting defence claims and other more technical aspects of the advice functions.

'Thank you for believing in me and giving me the supported I needed to give up drinking and find a new home. I am now seeing my children and really feels in control of my life again.'

May 2018

'Me & my wife, we are so grateful to you and your kind support we will remember you. Others can do the job as a duty but you are different, you did it with sympathy and in a compassionate way.'

10th November 2017

More About Social Care

What we do?

The Brokerage and Direct Payment service arrange care and support for adults who need help to manage their lives and maintain independence. Our service users include older people; those with a disability or long-term illness; people with mental ill health and carers.

The Brokerage and Direct Payment Team assist service users receiving a personal budget to manage that budget, either through commissioned care or via a Direct Payment (DP), along with access to relevant information. The team support service users to identify the best providers to meet their assessed needs. The services received may

include residential care; home care; personal assistants; day services; the provision of aids and adaptations.

A Broker will use their experience to help source the best support solutions available to achieve maximum independence.

The care and support to vulnerable adults is arranged through the use of varied contractual frameworks. The team monitors the care and safeguarding activity as well as tracking costs through purchase order control, client billing and reconciliation against personal budgets using the Social Services master clients record system Mosaic (formerly Frameworki).

More About Direct Payments and the Financial Administration Service

The role of Encompass in relation to Direct Payments is to take referrals for adults and children who have been assessed as being eligible to receive direct payments. Once a referral is received, the team make contact and visit the client to discuss their support needs.

The type of support offered can include recruitment of PA's (job descriptions, contracts of employment, advertising etc) budgeting, information on social inclusion activities, risk assessments, employer liability insurance, payroll services, best practice, DBS checks and general support. The team work with the client to get the DP started and then are on hand to answer any questions such as, advice around needing more support, change of packages, respite, employment advice.

Encompass LATC offer a Financial Administration Service (FAS) known as a 'Managed Account'.

Some people may have difficulty accessing a bank account, or it could be that they have had difficulty with managing the financial element of Direct Payments. Managed Accounts provides an option which supports people manage their Direct Payments.

If a Managed Account is selected, Direct Payments are paid directly into the Managed Account instead of the service users own Direct Payment bank account. Encompass will pay all payments and invoices on behalf of the customer by Encompass. We will also provide the financial information when required for monitoring purposes.

Many examples exist where arrangements have been successful, such as a person being able to choose the Personal Assistant they want, but not understanding the complexity or wanting the responsibility of handling the finances.

In 2017/18 there were:

- 543 requests made to the Support Brokerage Team to arrange new or amended packages of care for people to remain at home;
- 126 Nursing Home placements and Residential Home placements were arranged which included respite and rehabilitation services;
- 500 arrangements were made for other types of services e.g. day services and assisted technology;
- 135 home care services were recommissioned from a major provider;
- We transferred services provided from one care provider to another ensuring a smooth transition for our customers;

More About the 'HUB'

[Consider changing the focus of this paragraph to explain more about the services provided.](#)

Significant work was undertaken to ensure the smooth transition of services to Encompass working with both services users and employees.

In November 2016, Encompass's Board of Directors, agreed to the transfer of the contract to deliver Direct Payment Support Service to Encompass LATC, the transfer of the Financial Administration Service (FAS) to Encompass LATC and the transfer of Community Services delivered from the SCILL building at 3 Robin Hood Lane

On 1st April 2017, those services transferred to Encompass LATC. All services, other than the Direct Payments service, were funded by income receipts generated from membership fees or sales.

Whilst the services provided from the Hub were not commissioned by the local authority, it was agreed that, during the first few months of operation, Encompass would carry out

an analysis of the business activities and work through the business risks and report back to the Encompass Board of Directors and the local authority its findings.

During the this period the gym, cafe, I.T classes and room bookings remained open and available to service users.

Digital Innovation

Encompass Innovate started its life as a vehicle to digitalise our own services and to make it easy for people to navigate through their way through our online systems. We wanted to ensure that our service users did not fall by the wayside through the difficulties we all face with the 'system' at some point.

The ideas and solutions the team developed were quickly recognised as being transferable to other services, and colleagues and stakeholders soon started to ask the team for their assistance. Encompass Innovate was thereby born.

We offer four services to organisations that assist them to gain the maximum benefit from effective use of modern ICT in the workplace.

Icebox

The 'ground up' collaborative initiative we launched in Sutton for the Sutton staff community is a regular event for colleagues who want to gain maximum benefit from effective use of modern ICT and explore new, emerging technologies in a dynamic, innovative arena. We are currently packaging the ICEbox experience to take to market for other local authorities and private sector businesses

Digital Ambassadors

Helping organisations achieve greater outcomes at both strategic and operational level

We currently provide this initiative for both LBS and Kingston. Ambassadors contribute to projects that produce positive outcomes, demonstrate modern and innovative behaviour, and help and assist staff throughout both councils as they re-imagine the way they works

to deliver innovative public services

Innovation labs

Working with our customers to help them use technology better

Digital transformation is how good companies become great companies. We help organisations combine modern methodologies and technologies to transform the way their business operates.

In our innovation labs, we work with teams to take a deep dive into their business activities. Identifying opportunities for business improvements by harnessing and leveraging not only the opportunities of the digital age, but by maximising staff skills.

RBK has currently opted to purchase up to six innovation labs within their current contract

Training

We work with our customers to design service specific and relevant bespoke training sessions that will empower staff, giving them the confidence to use new and existing technology.

Each of our training sessions are:

- Structured to help attendees get the most out of an application with training resources designed to help users with each product
- Will include tips, hints and tricks for best use of applications on both PCS and mobile devices

We currently provide G-Suite training for LBS / RBK and SHP

Progress Report

During the first two quarters of 2017/18 Encompass carried out an analysis of the business activities delivered by the Community Hub (formerly known as SCILL), including a financial appraisal.

It was quickly clear that the projected income was significantly overstated. Encompass reworked the figures based on current activity, the first quarter's actual income and

expenditure, profiling and forecasting expected income and expenditure to provide a reliable and meaningful end of year outlook.

Analysis identified that both the gym and cafe had been, and continued to make, heavy financial losses. Income from room bookings was lower than in previous years, although income from I.T. classes and the FAS (Financial Administration Service) remained at expected levels.

Uncertainty, with regard to the exit date from the building made further development and investment in services risky. It was clear that the operational period would not be sufficient to see any returns on investment in services.

The Board made the decision that Encompass LATC was unable to support the continued delivery of services from the Community Hub with the limited opportunities to develop the services.

Therefore, at the Board meeting of its Directors, Encompass made a decision to close the Hub, working to a June 2018 closure date.

Encompass retain the contract with the London Borough of Sutton to deliver the Direct Payment service, and continue to deliver the Financial Administration Service and I.T. classes

The Digital Innovation service continued to grow organically and by 'word of mouth', with income increasing by 100% on 2016/17 income.

Additional business has been secured by the Business Development Team delivering 18 G- Suite training to LB Sutton and 18 session of G-Suite training to LB Kingston.

To obtain work with LB Kingston , Encompass LATC was required to be placed on the EPSO Framework. The ESPO Framework is open to the entire public sector for 4 years and means all public sector bodies are free to use the service of businesses on the Framework without any further public procurement exercises. The Framework provides organisations with all elements of their learning needs through the managed supplier model. Following an application process, Encompass Innovation has been accepted onto the Framework as a preferred supplier. This could lead to further training contract opportunities being available to the organisation.

In preparation for the launch of services to people who fund their own care (Encompass Living), and following a procurement process, Encompass LATC was delighted to appoint Zest as their Marketing Agent.

Zest has worked closely with Encompass to develop an exciting and fresh brand that reflects the diverse nature of its business stream.

In the last quarter of 2017/18 brokerage staff worked with the Council to coordinate the introduction of the new homecare contract. Encompass work collaboratively with the council seconding one our brokers to work with the Category Management Team. The Head of Service, Maintaining Independence, became a member of the Home Care Recommissioning Board.

Encompass LATC responded positively to changes in the Councils implementation plan. A reorganisation of our delivery model was drafted. Encompass carried out the UAT testing for new call monitoring service.

Encompass's staging date for automatic enrolment in a company pension scheme was 5th November 2017, and Encompass is prepared well for the operational implementation. The impact of automatic enrolment on the Encompass's budget is likely to be minimal, and some profiling has been undertaken and reflected in the management accounts pensions liability.

In March 2017, an inspection under S60 of the Health and Social Care Act 2008 was carried out with regard to the quality of the Shared Lives Service. The outcome of the inspection was that the service received an overall rating of 'requires improvement'. Encompass developed a robust improvement plan and, in June this year, the service was inspected and we were delighted to achieve an overall rating of 'good'.

Financial Information

Excluding FRS102 pension service costs adjustments, Encompass LATC generated an operating surplus of £571,026. However, changes to the assumptions and methods of valuations used by the actuary for the FRS102 pension adjustments in 2017/18 has led to a large accounting charge being posted through the Income and Expenditure which has led to an end of year profit of £34,546.00

It is important to note that at the last triennial revaluation of the scheme the actuary found the scheme to be well funded and proposed a minimum employers contribution rate of 20.1 % . The net pension deficit has fallen from £2,257,000 in 2016/17 to £2,195,000 in 2017/18 due to the growth in value of the underlying assets exceeding the growth in pension obligations.

Excluding the defined benefits pension liability, positive cash flow has resulted in net current assets as at 31st March of £483,415.

The 2016/17 annual accounts did not disclose the deficit arising from the defined benefits pension plan and therefore, following advice on the options available to Encompass LATC, this years annual accounts (2017/18) have been drafted to include a prior adjustment to reflect that the last set of accounts did not disclose all necessary material.

We are satisfied that our annual report and accounts are accurate and free from any material mis-statement.

[Encompass LATC 2017/18 Annual Accounts](#)

Ambitions and long-term strategies for 2018/19

- To take Encompass Innovate to the market
- Evaluate viability of Teckal status in line with current growth plans
- Develop robust short and long term financial forecasts reflecting growth ambitions
- Develop a data set to establish detailed unit costs for business functions
- Consider investment opportunities