

Discovery Presentation

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Presentation walks us through

1. Brief journey through '**transition**' phase (November 2016 – April 2017)
2. Explanation of '**transformation**' phase 'so far' (April 2017 to now)
3. The 3 key transformation changes: Changes to colleague Terms and Conditions, Management and Business Support Restructure and Day Service change programme
4. Emerging issues and Somerset matters
5. Looking forward to 2023

Clear objectives from Day 1

Efficient operations

Responsive to customers

Personalisation

Competitive

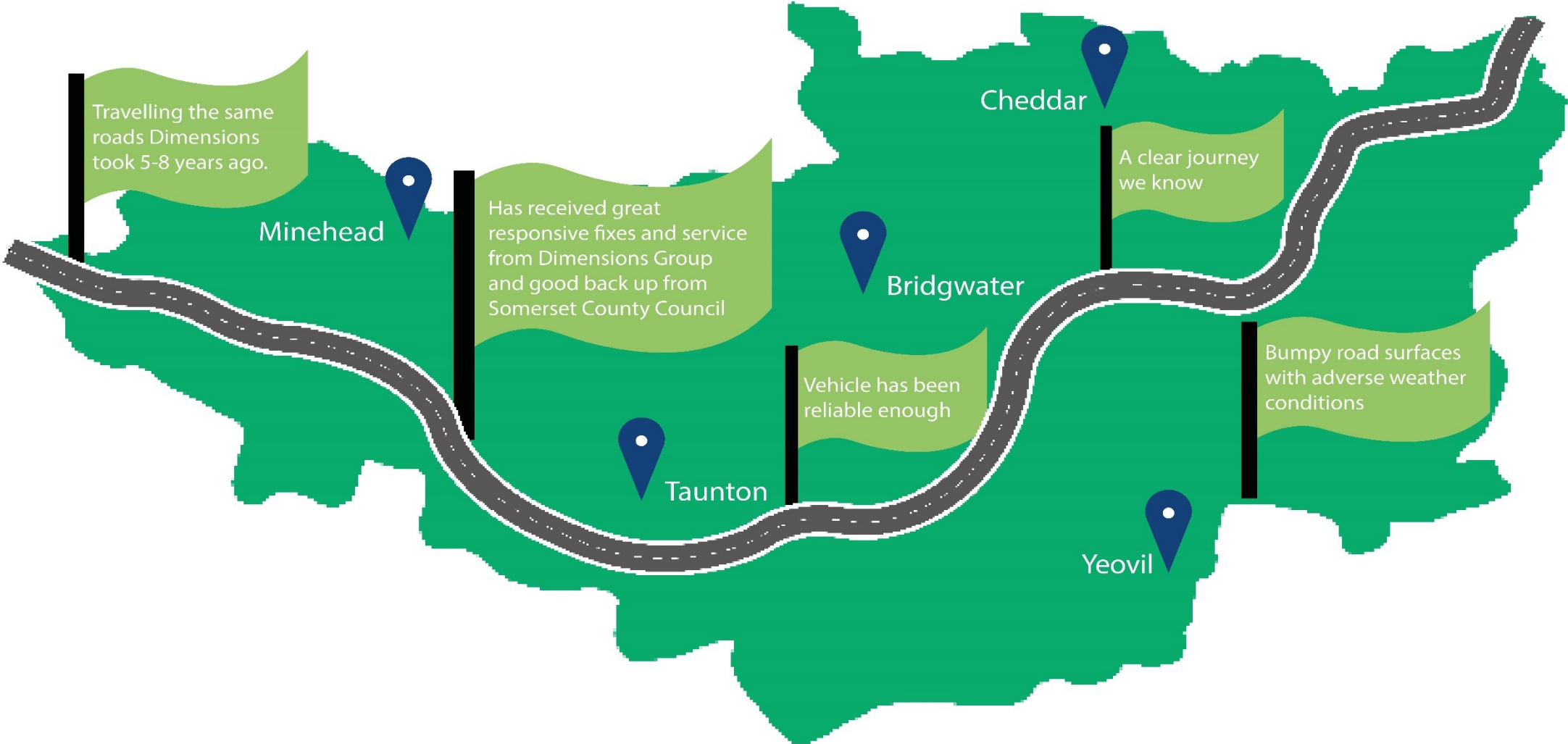
Financially sustainable



Customers at the heart of all we do



Our journey so far



In summary

- We always knew it was a significant, complex, challenging contract
- Will be driven by our values:

Ambition

Courage

Respect

Integrity

Partnership

Transition Phase

Contract signature of Direct Agreement (November 2016)
to Contract Start date (April 2017)

Learning

1. Somerset resistance and nervousness to let go ('staple letter') (3:1 meeting ratios)
2. Importance of due diligence and thorough site inspections on IT
3. The 'measures letter'
4. Realisation of what hadn't been previously communicated to colleagues
5. Disconnect between some Somerset County Council departments
6. The emergence of the strong opposition to transfer regardless of any benefits.
7. Importance of presence and being visible
8. Old data systems and processes
9. Building the SEV Board, the 'newness' of everything
10. Start of low level media interest
11. Realisation of difference in pace and other parts of the sector

Transformation Phase

Contract Start date (April 2017) to today

Critical success factor – change

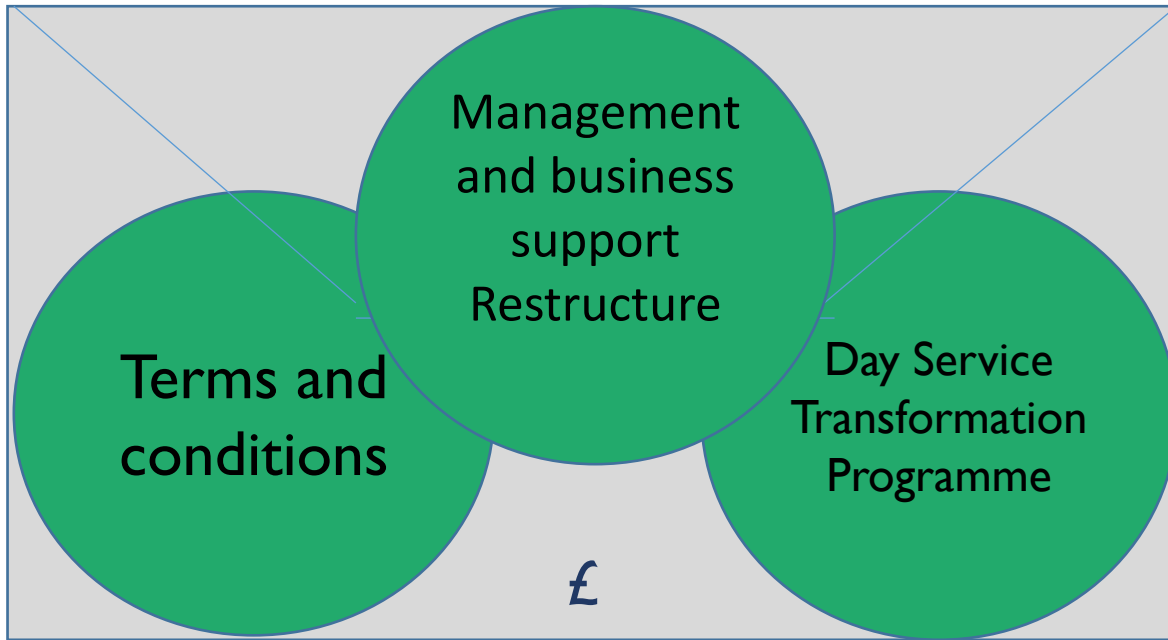
3 key elements of the change programme:

Terms and
conditions

Management
and business
support
Restructure

Day Service
Transformation
Programme

Critical success factor – change



= Financial sustainability

Learning

1. Quality concerns (Low Ambition).
2. Understanding Somerset standards, limited accountability.
3. Transfer of colleagues from Local Authority is very different to a transfer from another provider
4. The need to change the culture
5. Continued transparent approach - media spotlight
6. Relationship with Unison
7. Active and aggressive resistance to the contract award
8. Expectation on compliance
9. The Day Service Transformation can shine a positive light for most stakeholders

The world changed

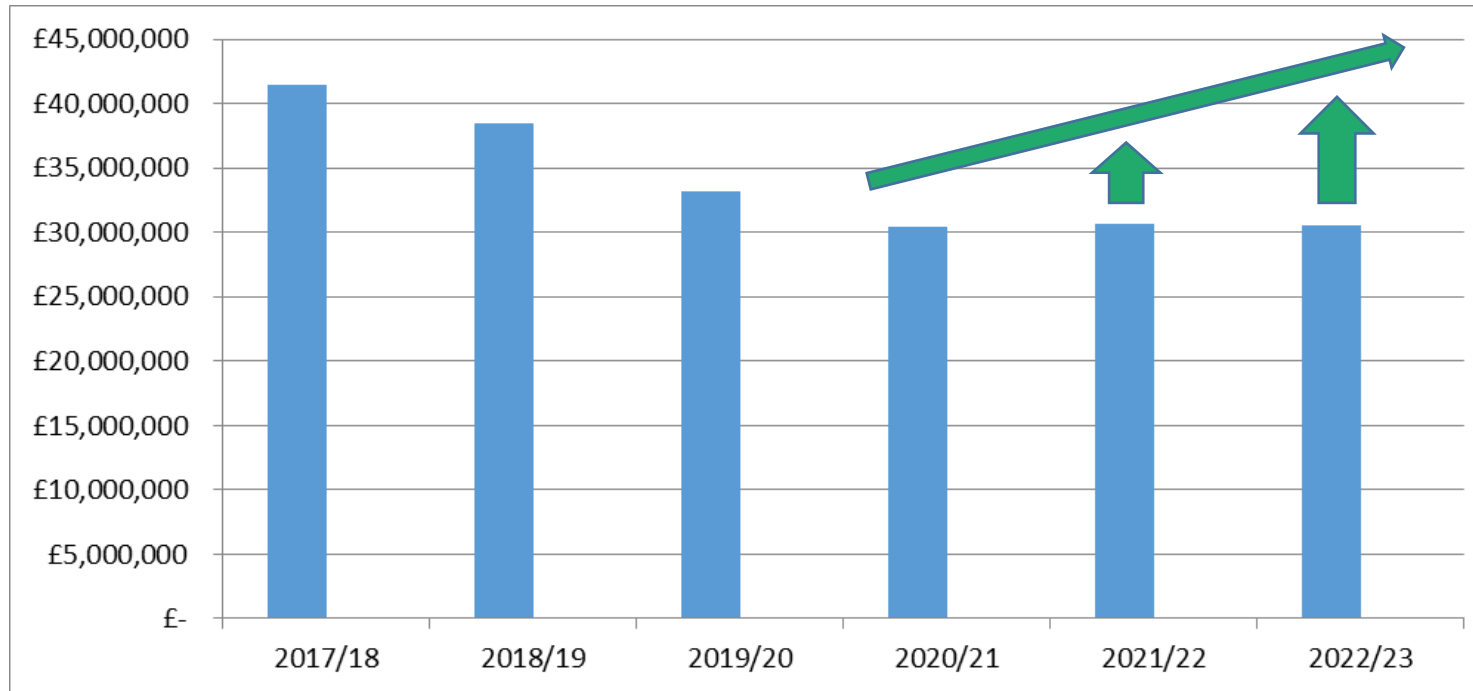


Social enterprise, charity, business

- Clear strategies aligned to the Dimensions Group
- Will always be driven by our values in everything we do over the next 6 years
- Board support and approval



Discovery beyond Somerset



- Future Sustainability
- Presence beyond Somerset
- Income Generation

Emerging Issues

Colleague position

- Restructure recruitment team
- 1300 colleagues
- 171 Leavers 1st April – 1st September
- 146 leavers voluntary
- 82 Starters
- 15 in pipeline
- 71 vacancies based on 110%

Quality matters

- Inconsistency and pockets poor quality is a result of years of poor support, poor management, poor engagement, poor leadership, poor commissioning
- Different approach applied by CQC
- Dimensions and some other providers 8-10 years ago
- Advanced and Enhanced Quality review programme
- Increased Performance Coach input
- Realigned Behaviour Support approach and resource
- Advanced key policies (e.g. Never Events)
- Raised with Somerset County Council
- Somerset Safeguarding Adult Board
- NDTi external input

Looking forward to 2023



Success in 2023 - Internally

1. Sustainable – a future beyond 2023 for all
2. Built upon strong foundation of experience and skills
3. A strong say in the sector
4. Maximise the link with the Dimensions Group (e.g. Capital grants)
5. Independent charity with social care knowledge and skills
6. A social care organisation people want to work for
7. Values based organisation with a high reputation for personalisation
8. Higher retention rates
9. Supported employment for greater number of customers
10. Experts by experience

Success in 2023 - Externally

1. Market leading and helping the market
2. Greater support for people placed out of county with high support requirements
3. Diverse range of 'day services' portfolio
4. Increase in direct payments, individual budgets, individual service funds
5. Increased geographic footprint increased (North Somerset, Devon)
6. Key player in public affairs around learning disabilities and autism, supporting customers using a loud and known voice
7. Strong partnerships across public and third sectors (e.g. Action for Children)
8. Outcomes purchased and commissioned
9. Discovery will be the go-to organisation in the South West.

In Summary

1. Get the foundations right
2. Settle colleague anxiety
3. Hold firm to values (e.g. Drive for great ambition for the people we support)
4. Continue to face the challenges as a transparent, learning and sharing organisation