

3 Year Revised Business Plan for Submission to the Shareholder Board to be held on Tuesday 25 September

The attached document is the revised and updated Business Plan, which was approved by the Southend Care Limited Board in April 2018. The highlights of the plan are as follows:

- Southend Care Limited (SCL) aims to be a high quality service provider, not a minimum wage employer
- Implementation of workforce strategy where staff are trained and supported to deliver high quality services in an entrepreneurial environment
- Development of a recruitment function to support and maintain staff, thereby minimising staff turnover and use of agency staff
- All managers to be encouraged and challenged to come up with new business ideas
- Service Improvement Plans implemented for all services
- New Appraisal system (IPR – Individual Performance Review) about to be implemented
- Development of a suite of measurable KPIs introduced and reported to Board monthly, including budget, sickness turnover, agency spend and recruitment levels
- Over 3 years SCL are looking to work in the South East Essex area and open to partnership opportunities
- SCL will work with adults over 16. It is not SCL's intention to work with children at this point in time
- SCL aims to be an employer of choice within Southend on Sea
- Complete the move to the new Priory/Delaware site by 2020
- In terms of financial targets, forecast an operational profit by 2020

The recommendation is for the Shareholder Board to endorse this report.