



Annual Plan 2021/22

FINAL DRAFT

Vision & Values

Our vision is to enhance the quality of peoples' lives, meeting their needs by providing cost-effective high-quality and strength-based services that adapt to changing demands over time whilst applying best practice, learning and innovation.

Our values guide the company and define the way it trades and delivers services to customers. Our values are set out in the wheel opposite.



Our Strategic Aims

To occupy an exclusive position in the market by providing a unique set of services that are not easily replicated. This means becoming a strategic delivery partner of SBC for services that the independent sector providers cannot or are unlikely to be able to provide and / or for which there is a commissioning gap in the marketplace. It also means acting exclusively as the provider of last resort in Southend to enable SBC to maintain a stable marketplace.

To become an exemplar care organisation within the local community and marketplace. This means ensuring outstanding services are offered to people; being a leading provider in terms of workforce development and empowerment; and living our values and behaviours as part of daily working life. High levels of customer satisfaction with services offered and being a reference point for inspiring the marketplace in terms of quality of care.

To expand our reach to support more vulnerable people. This means providing more services for SBC through new direct awards; building the capacity of existing services to deliver more; working with NHS partners to develop and deliver service offers; expanding the offer to self-funders of care and support in particular for homecare services.

To be a sustainable business providing value for money. This means balancing commerciality and care to ensure the company is on a sound footing to deliver services; having a longer term relationship with SBC for delivery of cost effective services; reinvestment in the infrastructure of the business so it is able to grow and do more.

To be a catalyst for transformation. This means enabling all services to be strategically relevant and continually fit for purpose; being ready to take on new services to remodel and redesign; developing new ways of delivering services through innovation and enterprise; and ensuring services are able to meet future population needs.

Our Business Objectives

In meeting its strategic aims SCL will deliver the following objectives in 2021/22:

- **To agree a ten- year partnership and commercial contract with SBC.** This ensures the long term stability of the company and the important role it plays within the care market. It builds upon the special relationship between SCL and SBC which has built up since the company began trading.
- **To take on and successfully operate services out of the New Build care facility.** This is a key component in becoming an exemplar organisation, by delivering flagship care services. Services operating from the new building will be strategically relevant to SBC and provide the opportunity to develop the reputation of the company in terms of the type of services offered, for example supporting complex care needs.
- **To accelerate the growth of private income by developing a self-funder homecare business.** This supports the financial sustainability of the company whilst delivering benefit back to SBC. The business opportunity will support the commercial development of the company providing alternative income streams that can be built on in subsequent years.
- **To implement a nationally recognised quality assurance system.** This supports SCL's commitment to quality across all service areas and creating an Outstanding organisation. It supports the company in building its reputation and demonstrating its value for money to commissioners. The system will support both regulatory and contract compliance and will enable the company to meet and exceed expected standards of quality.
- **To continue to embed SCL Values and Behaviours across the company.** This ensures we create a culture that is person centred delivering the best outcomes for people. It also enables the company to grow in a commercial way without compromising its overarching ethos and vision.
- **To resource and structure the business to support sustainable operational delivery and growth.** This builds SCL's capacity to support more vulnerable people whether funded by SBC, other organisations or privately. It is particularly focussed on ensuring the company has the right job roles, skills and processes that match the needs of the company as it starts to evolve and mature.
- **To continue to modernise, improve service performance and achieve greater cost effectiveness.** This supports SCL's ability to transform and continually respond to peoples' needs. It enables the company to remain competitive and relevant to commissioners whilst supporting it to retain a unique position and relationship with SBC.
- **To achieve a net profit of £162K** which will be driven by increasing our non-SBC income, in particular through new sales and business developments.

Our Business Activity

Key business activity to meet the business objectives include the following:

- **A formal contract for services will aim to be signed off in December 2021**, thereby coming into effect from April 2022. Before that, a formal Partnership Agreement will be finalised by March 2021. This agreement will provide the overarching framework for the contract. Negotiations on the terms of the commercial contract will aim to be concluded with a final Head of Terms in July.
- **The new build is due to be completed in quarter 4 and will be fully operational by February 2022.** In mobilising to deliver services key activities will take place including agreeing the lease for the building; completing a restructure of staffing; registration with CQC and making all operational preparations for transfer.
- **The self funder home care service will aim to become operational in February 2022.** From August to February we will aim to put into place the key components to deliver a private offer including marketing of the service, recruitment of staff, implementation of back office functions. By the end of quarter 4 the service will have completed its start up phase and be delivering care hours to customers.
- **Build out our reablement offer with SBC and also with other partners including local CCGs**, thereby becoming a core provider of reablement services in Southend. From May to work with the council in supporting their commissioning strategy for reablement provision with a view that the offer to build out is negotiated this financial year.

Business Activity Continued

- **A quality assurance system will be selected following an options appraisal and purchased** as an 'off the shelf' system. Types of systems within scope include for example ISO 9001; CIA own model and will be implemented as a company wide approach to the business. The options appraisal will be completed in Quarter 1 with the system procured and started to be implemented from July. Timescales for completion of the implementation phase is January 2022 but will be dependent on the type of product purchased.
- **A programme for continuing to embed values and behaviours across the company** will include the creation of a staff forum in June 2021. Thereafter other initiatives will include values based induction and probation. An assessment of the effectiveness of the values and behaviours will be undertaken in Quarter 4 representing two years since the V&B were launched.
- **Infrastructure and resources requiring internal investment** will include 1) the extension of the leadership academy with a focus on the development of commercial acumen 2) a business case for internal strategic / commercial finance expertise 3) commissioning of an external business development resource to support set up of the self funder homecare service 4) the purchase of an electronic recruitment system.
- **A programme of service reviews will be implemented utilising an external consultant.** These reviews will focus on existing residential registered services in Quarter 1 and then tenanted services in Quarter 2. They will be instrumental in improving service performance and cost effectiveness.
- **Development of a Southend Care Extra care offer with SBC and South Essex Homes.** This would involve starting to position SCL with SBC, acknowledging that this is a longer term (3-5 year) development opportunity.
- **Development of a rapid response unit that can support SBC with failing residential services.** This would be an outreach service from the new build, based on either supporting the turnaround or closure of care homes in Southend, in partnership with SBC. The implementation of this service offer would aim take place in Quarter 1.

Activity Milestones

Set out below are the full range of activity milestones along with dates for completion

SCL MILESTONE PLAN	
APRIL 21	<ul style="list-style-type: none"> 10- year partnership agreement with SBC signed off – this agreement will underpin the new 10 year commercial contract Stress testing of Business Continuity Plan completed – this will have stress tested different continuity scenarios such as loss of ICT, Fire, JD Created for Commercial / Finance Manager and plan for the secondment of Senior Finance Analyst
MAY 21	<ul style="list-style-type: none"> Contract variation for the residential care in the new build agreed – this will include contract price and number of beds purchased by SBC. Customer satisfaction survey completed – this will include a Values and Behaviours assessment of satisfaction with the company CIS efficiencies project fully implemented – this will have enhanced the productivity and cost effectiveness of CIS
JUNE 21	<ul style="list-style-type: none"> New policy suite implemented – this will provide an enhanced access through an electronic portal to all policies and procedures External consultant hired to implement homecare business plan – this will support the set up of the homecare business ready for go live in November Rapid Response Service - This will be set up to support SBC with failing providers, providing rapid management and frontline staff interventions.
JULY 21	<ul style="list-style-type: none"> 10-year contract Heads of Terms Agreed – this will provide the longer term contract terms with SBC for the provision of a range of services Commercial leadership academy set up – this will further develop managers leadership ability in running a successful business unit. External Review of Service 1 – this will include an audit of service quality and recommendations for improving / enhancing service performance Additional reablement services commissioned by SBC – this means agreeing with SBC to become the core provider of reablement in Southend.
AUGUST 21	
SEPTEMBER 21	<ul style="list-style-type: none"> New electronic recruitment system implemented – this will provide an end to end streamlined recruitment process and system of management New Build commercial lease signed off – this will provide for a 25 year lease between SCL and SBC including a commercial rent charge. Staff Forum Set Up – This will support embedding the SCL Values and Behaviours through enhanced engagement with staff.
OCTOBER 21	
NOVEMBER 21	<ul style="list-style-type: none"> V&B evaluation of roll out - this will include a formal evaluation of the extent to which Values and Behaviours have become embedded in SCL.
DECEMBER 21	<ul style="list-style-type: none"> 10-year contract signed off – this will formally sign off the new core contract for services with it coming into effect April 2022.
JANUARY 22	<ul style="list-style-type: none"> New Quality Assurance system implemented - this will be an recognised external quality system implemented throughout the organisation. External Review of Service 2- this will include an audit of service quality and recommendations for improving / enhancing service performance New Build operational – the new build will be fully operational delivering services
FEBRUARY 22	<ul style="list-style-type: none"> Business case for strategic / commercial finance resource completed – this will provide for future proofing the financial resource requirements in SCL. Self-funder homecare service operational – the business will be live and starting to support self funders inline with business plan trajectory
MARCH 22	<ul style="list-style-type: none"> Service user satisfaction survey completed – this will include a values and behaviours based assessment of the company. 22/23 Financial Plan agreed – this will include a 5-year projection of planned financial performance 22/23 Annual Plan agreed – this will set out the annual priorities and deliverables plus longer term milestones.

Milestones for 22/23 & 23/24

AIM	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Occupy an exclusive position in the market place	New 10 year contract with SBC in place				Partnership review and further development with SBC			
Become an exemplar care organisation	Leadership Academy extended to emerging leaders within services		Outstanding rating in Supported Living and Shared Lives		Outstanding rating for new residential care service			
Support more vulnerable people	Delivering circa 300 self funded care hours				Delivering circa 470 self funder care hours			Secure at least one additional contract with a different organisation / authority
Be a sustainable business providing value for money	New finance resource in place. HR& Recruitment function a fulltime position.							
Be a catalyst for transformation		Implementation of SCL digital strategy for service transformation	Service modernization review 1	Service modernization review 2			Service modernization review 1	Service modernization review 2

Financial Plan

Trade Year	Yr5	Yr6	Yr7	Yr8	Yr9
Financial Year	2021-22 Forecast	2022-23 Forecast	2023-24 Forecast	2024-25 Forecast	2025-26 Forecast
	£'000	£'000	£'000	£'000	£'000
Council - Income	(8,058)	(8,120)	(8,154)	(8,169)	(8,169)
Other income (incl Private Sales)	(155)	(1,480)	(1,823)	(2,147)	(2,541)
Total Turnover	(8,213)	(9,601)	(9,977)	(10,315)	(10,709)
<u>Council Commissioned Services</u>					
Direct operating costs - employees	6,781	6,172	6,197	6,208	6,242
Other direct operating costs	643	617	630	642	655
SBC commercial rent charge Priory New build	-	595	595	595	595
Overheads	686	629	641	654	667
Sub total - Council Commissioned Services	8,110	8,014	8,063	8,100	8,160
<u>Private Services</u>					
Direct operating costs - employees		1,062	1,263	1,465	1,673
Other direct operating costs		112	127	140	157
Overheads		108	128	149	169
Sub total - Private Services		1,281	1,518	1,754	2,000
Total Costs	8,110	9,295	9,581	9,854	10,159
Total In Year Gross (Profit) / Loss	(102)	(306)	(396)	(462)	(550)

Key Performance Indicators

Area	Measure	Target 20/21	Target 21/22
Finance	Year end net profit	(£201K) profit	(£162K) profit
Finance	Head Office overheads	<7%	7.6%
Finance	SBC T and C's Conversion Rate	12%	12%
Finance	Year end Non - SBC income	£155K	£155K
Customer	CQC Ratings Good or above	100%	100%
Customer	Safeguarding incidents	Trend tracking	Trend tracking
Customer	Serious or Untoward Incidents	Trend tracking	Trend tracking
Customer	Complaints resolved within agreed response time	99%	99%
Customer	Customer Satisfaction	95%	98%
People	Accidents at Work	Trend tracking	Trend tracking
People	Staff Satisfaction	76%	80%
People	Staff who have 'in date' mandatory training.	100%	100%
People	% Agency Hours vs Total actual establishment	<5%	<3%
People	SCL Staff Turnover rate	<5%	<3%
People	SCL staff vacancy factor	5%	<5%
People	SCL Sickness	<2%	<2%

Trading Achievements 20/21



- Supported over 1000 individuals
- Minimised agency expenditure to only £4K per month compared with £25K in 19/20.
- Delivered £100K savings back to SBC.
- Maintained 100% of our CQC ratings as at least Good or Outstanding
- Implemented the Real Living Wage for all frontline care staff.
- Maintained continuity of operations during COVID.
- Successfully supported SBC with system responses to COVID by creating a 12 bed designated COVID unit.
- Successfully supported SBC with two failing care homes, providing direct management oversight.
- Acquired Longmans and Westwood extra care services through direct award from SBC.
- Successfully delivered a one -year pilot for young adults gaining employment.
- Brought onboard a new HR&Recruitment Management position.
- Brought onboard a new Clinical Lead role within operations.
- Implemented a Leadership Academy programme for managers
- Generated additional income based on in year activity e.g. supporting failing care homes.

Trading environment / context

The trading environment will be dominated by COVID and its impact on social and economic life . Within this overarching context there are a number of factors which will effect how SCL operates as a business. These are as follows:

- Pressures on the health and social care system providing opportunities to deliver services that alleviate pressures in the system.
- SBC commissioning strategy transforming service delivery and requiring more innovation from the care sector in delivering services and therefore more opportunity for service development.
- Socio-economic climate resulting in an increase in people needing care services including self funders
- ASC budget pressures resulting in SBC looking for savings / greater efficiency from providers.
- A more fragile market place with potential for more failing providers and as a consequence the need for solutions that will support market stability.
- A wider recruitment pool as a result of high unemployment rates and people looking at career changes in sectors such as retail and hospitality.
- SBC 18 month Recovery Plans, offering opportunity to take on more services under contract, for example reablement.