



# Southend Care Strategic Direction 2022 to 2025

Final Version  
March 2022

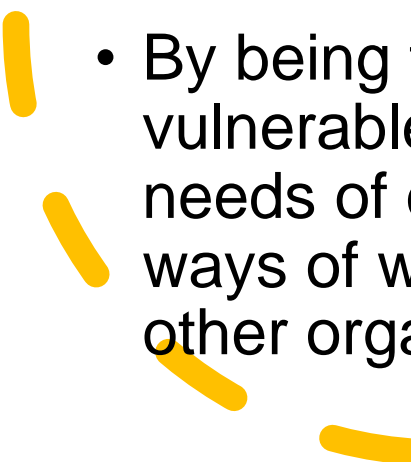
# Introduction

SCL has reached a 'watershed' moment, moving into a more commercially focused future both in terms of its main customer, SBC (via ten-year service contracts) and through shaping the business to successfully develop the self-funder market (Southend and beyond). Increased commerciality will be reliant on maintaining and enhancing the quality of services provided to people. Therefore, continued investment in services is of paramount importance, ensuring a level of excellence that inspires confidence, increases reputation and results in SCL becoming the first company people turn to for care and support services. We recognise that as the health and social care landscape changes, in particular through a new health and social care bill and the establishment of Integrated Care Systems, there is a necessity for SCL to adapt and position itself, in particular in developing new productive relationships. We see these changes offering the opportunity for SCL to further shape itself to offer service solutions to different commissioning organisations.

The watershed moment also means embracing the excellent work that has been achieved to date and building on our strengths which notably includes a highly skilled and dedicated workforce. Our special relationship with SBC has been a key factor in the success of the company to date and we look forward to our new ten-year partnership agreement. We have always strived to be a solutions provider for the council be that taking on new services (West Street, Longmans and Westwood) or fulfilling our responsibilities as the Provider of Last Resort. Overall, since starting trading in 2017 we have grown, stabilised and are ready to move into a new era.



# Vision, Mission and Values

- Our vision is to be the provider of first choice for our community, enhancing the quality of peoples' lives.
  - And we exist to be the market leader by providing compassionate care services of exceptional quality.
  - We are committed to a co-produced set of values that all our staff uphold and that we embed in the way we deliver care services to the community.
  - By being the market leader in care services we will be able to reach more vulnerable people and have a workforce that can respond flexibly to the needs of our local population. This includes the development of innovative ways of working through use of technology and through partnerships with other organisations that can add value to the services that we offer.
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# Values

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**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.



# Strategic Aims

- Over the next three years we will grow our care business through service offers to both individual purchasers of care and to commissioning organisations.
- We will expand our current services through delivering higher volumes (for example our Reablement Service) whilst also introducing new products into existing and new markets. For example by developing a new private home care service.
- Our services will differentiate themselves by being of superior quality and by being able to respond to different levels of acuity, for example being able to support people with complex care needs and behaviours.
- As well as service quality our emphasis is also on developing a track record for innovation and market leadership. Our ten-year partnership agreement with SBC provides us with the stability to research, design and develop new solutions to care needs, for example through digital advancements, whilst also enabling us to lead the local care market.

# Strategic Aims

By the end of the financial year 2024/25 we aim to have achieved the following:

- Be an established provider of non-SBC funded care services, maximising the 20% Teckal rule, whilst continuing to accelerate growth in this area through a subsidiary company.
- Be using care related technology as part of our mainstream approach to delivering services.
- Have achieved Outstanding ratings in all our CQC regulated services.
- Have developed a range of new unique service offers in Southend and beyond (including South Essex footprint)
- Have established an award-winning learning academy that builds on staff skills base.
- Be nationally and locally recognised for the quality of services that we provide to vulnerable people.
- Have built up broader relationships within SBC, across the health and social care system and within local communities
- Have successfully redesigned and remodelled services in partnership with SBC.
- Have constantly strengthened and developed our relationship with SBC.
- Be completely fulfilling the objectives of our new 10-year partnership agreement and individual service contracts with the SBC

# Strategic Objectives – 2022/23

- To have developed and fully implemented a new Quality assurance strategy.
- To have engaged with a digital partner to scope out opportunities for delivering care through technology
- To have established Meadows Home Care by delivering on the targeted volumes of care hours in the year.
- To have established Brook Meadows private care home beds by reaching the required average occupancy level.
- To have met the required volume of SBC commissioned reablement hours and to consistently maintain this level of service.
- To have expanded Shared Lives by 5%, supporting more people with complex needs.
- To have reviewed and remodelled (potentially as a conjoined service offer) Viking and Project 49 services in partnership with SBC.
- To have set up the SCL Leadership academy on a permanent basis
- To have ensured all CQC ratings are as a minimum 'Good' across all regulated services.
- To have ensured staff T&Cs continue to be in the upper quartile compared with competitors
- To have reaffirmed our Values and behaviours throughout the company
- To have established a robust model for recruitment and retention, leading to single digit turnover and vacancy factors.

# Strategic Objectives 2023/24

- To have expanded private homecare to include the borders with Essex e.g. Castlepoint, Rochford and Rayleigh.
- To have developed and deployed new technology into our care services.
- To have assessed the potential to acquire care homes and /or homecare agencies as part of our investment plans.
- To ensure staff T&Cs continue to be in the upper quartile of the local market,
- To have expanded Supported Employment to include a service for people with mental health issues.
- To be nationally recognised for the quality of our award winning learning academy.
- To have developed a flexible multiskilled workforce able to respond to service demands.
- To have set up a subsidiary company to grow non-SBC income beyond the Teckal 20% limitation.
- To have supported take up of services by Direct Payments and offered Individual Service Funds for people within Southend and Essex borders
- To have expanded our service offer through Brook Meadows House e.g. follow on support / outreach from the care home.



# Strategic Objectives 2024/25

- To be achieving outstanding outcomes with the people we care for and support
- To have achieved nationally recognised quality awards for all non-CQC registered services
- To have started to develop Extra Care Housing services in partnership with SBC
- To have our Training Academy linked to schools and colleges and rolled out to other companies.
- To have expanded the deployed new technology into our supported living and reablement services.
- To have grown our non-SBC income to 30% of total revenue via the subsidiary company.

# Critical success factors

In delivering the strategic objectives there are a range of factors SCL will need to address. These are as follows:

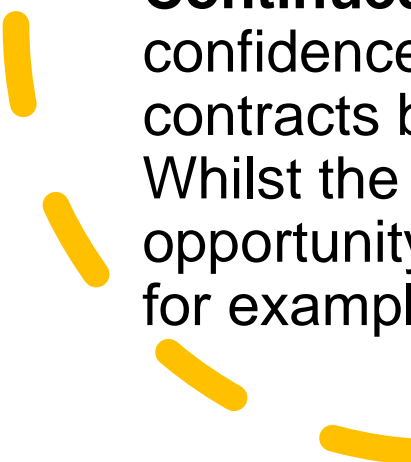
- **Robust back-office functions** – for example invoicing and debt management procedures and capacity. Recruitment resource is critical to expansion, having the right recruitment partner alongside us to deliver the targets especially in relation to reablement workers. Our recruitment strategy to address these pressures seeks to bring in an established recruitment agency to support our campaigns, alongside this we are adopting all the Skills for Care recommended initiatives to increase success, including ‘refer a friend’ payments and digital advertising.
- **Strategic investment in the company** – it is essential that we are able to make strategic investments in the company. These include internal investment for example into recruitment, marketing and business development and also external investment in opportunities such as acquisitions. Investment requirements are set out in section seven.

# Critical Success Factors

- **Marketing** – now that our strategic direction is to develop private payer services, marketing for the purpose of generating sales is critical to the company. Having the marketing acumen is something that we would look to buy into the company and this has proved successful to date.
- **Commercial acumen** – commercial training and coaching is a priority with managers in areas where sale of services to private payers is key. We have engaged with a training and coaching company for the purpose of building commercial acumen, which includes developing sales and marketing plans, which are reviewed on a monthly basis.
- **Operational leadership** – operational leadership is a consistent strength the company possesses and which has been instrumental in ensuring we have been able to respond and recover from the pandemic. The development of new business lines will need to consider how our operational span of control is structured in the future so we are not overstretched by growth and that we maintain the standards of operational leadership that can support an excellent and consistent quality of service is maintained throughout.



# Critical Success Factors

- **Learning and development** – Investment in a learning academy over the next three years provides the cornerstone for ensuring we have a well trained and flexible workforce. This in turn supports the company being a provider of superior quality to its competitors. The learning academy will provide for an enhanced level of training beyond the basic mandatory requirements and will also be critical for succession planning and supporting career progression.
  - **Continued special relationship with SBC** – Maintaining the trust and confidence of SBC allows us to not only meet the terms of our partnership and contracts but also enables the company to grow through further direct awards. Whilst the special relationship is mainly focussed on Adult Social Care, there is opportunity to look at how SCL can provide solutions to other parts of the council for example Housing and Children's Services.
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# Trading context and implications

- Covid continues to provide the main context for trading with the uncertainty it brings in terms of effect on current services and staff capacity.
- The national and local recruitment shortage impacting on service capacity levels.
- Health and Social Care Bill, impacting on commissioning i.e. creating opportunity for new relationships with the Mid & South Essex Integrated Care System.
- Capping the cost of care, enabling Local Authorities from 2023 to negotiate care home fees on behalf of self funders, potentially driving down fee rates.
- SBC market position and strategic direction creating new opportunities for service development e.g. Extra Care, transformation of Learning Disability services.
- Local care market fragility leading to more opportunity to develop the Provider of Last resort service offering. The impact of COVID has meant many providers seeking to exit the market entirely or who are failing for example because of shortages of staff.

# Competition

- SCL is well placed within the existing market place in its offers of more specialist / complex service provision. This creates an important unique selling point and sets SCL apart from many 'mainstream' providers of care, typically residential care and domiciliary care.
- SCL also enjoys a special relationship with SBC, where the emphasis is on quality service provision, tangible outcomes and a large proportion of care being delivered to people with very complex / multiple needs. This is very different from being part of an independent sector market driven largely by price point. Indeed SCL has made its market position very clear that as a result of aspiring to become an 'employer and provider of choice' the company is primarily driven by quality and outcome based services.
- SCL needs to be aware of other providers with the capability to challenge SCL in terms of specialist service provision. For example there are a number of other providers in the local market place already offering complex learning disability day services; reablement services in community settings and also assessment services in residential settings. It is important therefore that SCL clearly demonstrates to commissioners that it is a value for money provider being able to evidence outcomes that positively impact on the health and social care system.
- SCL will need to develop a clear differentiator in expanding its private payer provision, in particular in penetrating the HomeCare market for people with high net wealth. As a new entrant into this market place SCL will compete with well established companies and well known franchises that have developed a strong customer base and have a sales orientated infrastructure. A particular competitor will be the Home Instead local franchise which provides services solely for private paying customers. A unique selling point for SCL is its strong values based ethos and a brand which is directly backed SBC. Additionally SCL has a strong track record in the delivery of a range of care services including those for people with more complex needs, typically those with advanced stages of dementia. Other factors such as strong staff retention rates will ensure that we can build a reputation for consistency and excellent customer service.
- SCL needs to continue to develop its service provision so it maintains a uniqueness in the market place. Development includes new / innovative ways of working, embracing technology as a means of care delivery and co-designing service provision with end users and families

# Financial Investments

Investment	Cost	Description	Start Date
<b>Business Development Executive</b>	£60,000	<p>A 12-month fixed term appointment which will:</p> <ol style="list-style-type: none"> <li>1. Support the growth of existing business in particular working with CIS to deliver the MHC sales and marketing plan</li> <li>2. Seek out potential acquisition opportunities and assess feasibility.</li> <li>3. Seek out and respond to potential business opportunity with other L.As, ICS.</li> <li>4. Develop and implement business cases for additional products and services in Southend and beyond.</li> </ol>	Appointment to be made May 22.
<b>Marketing private business</b>	£40,000	<p>Marketing campaign for 22/23 to support the growth and establishment of both MHC and BMH. This includes:</p> <ol style="list-style-type: none"> <li>1. Digital marketing via media platforms</li> <li>2. Additional door drops</li> <li>3. Further development of website e.g. virtual tours</li> </ol> <p>Utilising a digital marketing specialist for this piece of work that we are already using.</p>	April 22
<b>Business Acquisition</b>	£400,000	<p>Budget for acquiring a home care agency. Dependent on the extent of the opportunity this figure could be revised upwards to £500,000 as a maximum. Likely to be a single owner agency that could assimilate into MHC. Geographical location likely to be Southend or borders with Essex e.g Castlepoint, Rochford, Rayleigh. Allocated budget would also include professional fees for due diligence and purchase of the business.</p>	Likely to be a 23/24 activity but dependent on opportunity that arises this could be achieved earlier.
<b>Learning Academy</b>	£50,000	<p>Setting up of a learning academy that would enable SCL to carryout new staff inductions, training, ongoing CPD/training and compliance by staff.</p>	January 23

# Financial Investment Continued

<b>Subsidiary set up</b>	£15,000	This is the cost of setting up a subsidiary to support non-SBC growth beyond the 20% limit.	On the proviso that the business plan income targets are achieved then a subsidiary company would need to be created in 23/24 financial year
<b>Care technology and innovation</b>	£50,000	Show case technology devices that can be easily deployed and which have an impact on the quality of life of people accessing our services. An assessment of the potential technology that could be deployed will be undertaken across services including reablement, residential, tenanted services and day opportunities. Example such as Acoustic Monitoring	April 22
<b>Recruitment</b>	£50,000	22/23 recruitment campaign to reduce vacancy factor to single digit and to ensure that contractual obligations are met e.g. CIS delivering 1200 care hours by July.	April 22
<b>HR Adviser</b>	£35,000	Fixed term position for 12/18 months enabling day to day HR support to be provided to service managers. The aim being that over the period managers become more self- sufficient thereby having less reliance on the HR&Recruitment Manager and therefore no longer needing the more intensive input from the HR adviser.	Aug 22
<b>TOTAL INVESTMENT</b>	£700,000		



# Key Performance Indicators

Area	Measure	Target 22/23	Explanation
Finance	Private Bed Occupancy	87%	Links to our strategy to build private care home business.
Finance	Private Home Care Hours delivered against planned	90%	Links to our strategy to build a private homecare business
Quality	Customer Satisfaction	98%	Links to our strategy of offering high quality customer centred services. Potentially on a quarterly basis.
Quality	Service Improvement Plan Objectives met	95%	Each service will have a series of objectives that support continuous improvement. We can make the link between achieving the intended objectives and supporting the delivery of a quality service
Quality	V&B IPR standards met by staff	90/95%	The new IPR process based on the V&B will require staff to evidence how they meet the values in working life. We can make the link between achieving the required standards and embedding / promoting V&B within the company. Appraisals will be carried during a 6 month period and then reviewed every 6 months.
Quality	% Agency Hours vs Total actual establishment	<3%	Links to our strategy of having a consistent, skilled and well trained workforce
People	SCL staff vacancy factor	<5%	Links to our growth strategy, building capacity.
People	Staff Satisfaction	80%	Links to our aim of being the local employer of choice.

# STRENGTHS



- Agility, speed of decision making and solution focussed (e.g. failing care homes intervention, addressing the pandemic)
- 10- year block contracts with SBC
- Positive overall financial position
- Track record of successful service and organisational development
- Cohesive and focussed leadership at Board and Executive levels.
- Positive relationship with SBC adult social care leadership team and with the shareholder
- Uniqueness of the majority of services provided
- Workforce skills and experience base
- New non-exec additions to Board bring new skills, expertise, knowledge base, and ideas

# WEAKNESSES

- 98% of business comes from one customer (SBC)
- Service performance in certain high-profile areas, notably CIS are taking a long-time to address
- Limited relationship with broader corporate leadership team of SBC and elected members. Profile of the company within SBC is limited to mainly Adult Social Care since pandemic.
- SCL not yet embedded in the minds & hearts of local communities
- Limited use of care technology
- Untried within the private payer care market

# OPPORTUNITIES

- Long term partnership agreement with SBC creates platform for stability and expansion e.g. new Extra Care provision, additional direct awards of contracts, test bed for new ideas
- Obtaining new business outside current geographical area.
- Retained profit allows for strategic investment e.g. acquisitions
- Develop Teckal more by the expansion of non-SBC income streams e.g. private purchase homecare beyond Southend boundaries.
- Investment in innovation / technological products and services e.g. Online 49, Smart tech in the new build
- Instability of the Southend provider market enables SCL to grow its POLR service with the council
- Developing a direct relationship with MSE ICS
- Building the SCL company brand within the local community – becoming a household name.
- Developing new relationships with SBC that encompass the corporate elements of the LA rather than just Adult Social Care
- Opportunity to influence market shaping and market development locally

# THREATS

- Access to sufficient / suitably skilled workforce at all levels
- Special relationship between SCL and SBC negatively impacted by a purely contractual focus i.e. not looking at the broader strategy of the council / system.
- Direct award demands / expectations on SCL outstripping the capacity / infrastructure to deliver. E.g. recruitment capacity.
- Loss of Key personnel in SCL
- Care cost capping impact on achieving private fee levels. E.g. weekly fees for private residential care.
- Divergence of values and ambition with SBC during the 10 – year agreement.
- bearing in mind potential weaknesses as outlined above - change in political leadership at SBC
- local/regional market forces in the care sector may impact adversely on us before we've had the chance to influence market shaping and development
- post -covid / next phase covid worst case scenarios could potentially be very bleak for the entire health and social care industry, us included