



Southend Care Strategic Direction 2023 to 2025

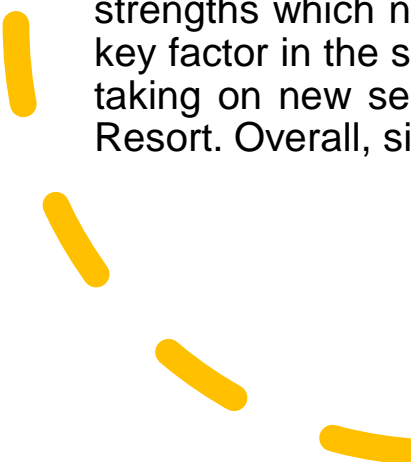
Appendix 7.2

SCC Shareholders Board Meeting 16/10/23



Introduction

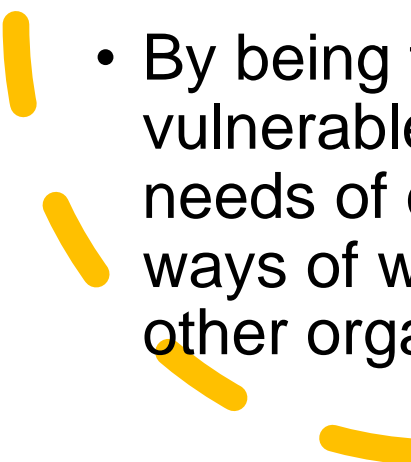
SCL has reached a 'watershed' moment, moving into a more commercially focused future both in terms of its main customer, SCC (via ten-year service contracts) and through shaping the business to successfully develop the self-funder market (Southend and beyond). Increased commerciality will be reliant 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 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 SCC has been a key factor in the success of the company to date. 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

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 two 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-SCC 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.
- Maintain Good ratings and working towards 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 a 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 SCC, across the health and social care system and within local communities
- Have successfully redesigned and remodelled services in partnership with SCC.
- Have constantly strengthened and developed our relationship with SCC.
- Be completely fulfilling the objectives of the 10-year partnership agreement and individual service contracts with the SCC

Strategic Objectives 2023/24

- To have developed our private homecare and consider homecare provision to SCC beyond the current portfolio.
- To have developed and deployed new technology into our care services.
- To review the potential to acquire care homes and /or homecare agencies as part of our investment plans.
- To continue to review staff salaries and align to the market rates.
- To seek to achieve recognition of a national quality award for our work
- To have developed a flexible multiskilled workforce able to respond to service demands.
- 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 a new business development strategy.
- To further develop our Quality Assurance Strategy and consider external accreditations.
- To further develop our employee, customer, community and stakeholder engagement and wellbeing strategies to be ready for changes in commissioning intentions.

Strategic Objectives 2024/25

- To be achieving outstanding outcomes with the people we care for and support..
- To continue to remodel SCL to align with SCC medium term commissioning objectives.
- To review the organisation structure to ensure alignment with commissioning objectives.
- To have our Training Academy offering services to other Southend City providers.
- To have expanded the deployed new technology into our supported living and reablement services.
- To be the solutions driven care provider for SCC in responding to upcoming known care service needs.
- To consider the development of new services responding to increasingly challenging economic environment nationally and within the city.

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 and retention strategy continues to be successful, 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. This will require us to be able to make annual surpluses.

Critical Success Factors


- **Marketing** – the development of new services to private payers and to develop SCL within the wider city community
- **Commercial acumen** – commercial training and coaching is a priority with managers in areas where sale of services to private payers is key. We continue to engage with a training and coaching company for the purpose of building commercial acumen.
- **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 a consistent quality of service is maintained throughout whilst being able to respond to Provider of Last Resort requirements of SCC.

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. 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 SCC** – Maintaining the trust and confidence of SCC 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.



Trading context and implications

- The current economic circumstances meaning funding limitations and reductions on local authority spending.
 - The national and local recruitment shortage impacting on service capacity levels.
 - The further development of the Integrated Care Service and opportunities for greater partnership working.
 - The need to respond to fluctuating demand on an annual basis due to winter pressures.
 - SCC 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 need for regular step-ins by SCL demonstrating how a growing number of providers not able to manage in the current environment.
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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 SCC, 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 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

STRENGTHS



- Agility, speed of decision making and solution focussed (e.g. failing care homes intervention, addressing the pandemic)
- 10- year block contracts with SCC
- Positive overall financial position although needing continued SCC funding to maintain this position
- Track record of successful service and organisational development
- Cohesive and focussed leadership at Board and Executive levels.
- Positive relationship with SCC adult social care leadership team and with the shareholders
- Uniqueness of the majority of services provided
- Workforce skills and experience base
- Non-execs bring additions to Board bringing skills, expertise, knowledge base, and ideas

WEAKNESSES

- 85% of business currently comes from one customer (SCC)
- Growth of the private homecare service been slower than hoped
- Changing personnel at SCC meaning delays in establishing working relationships.
- SCL not yet fully embedded in the minds & hearts of local communities
- Growth opportunities likely to be limited to surrounding areas, Essex, Thurrock etc

OPPORTUNITIES

- Long term partnership agreement with SCC creates platform for stability and expansion
- Obtaining new business outside current geographical area.
- Retained profit required to allow for strategic investment and new care service development
- Develop Teckal more by the expansion of non-SCC income streams e.g. private purchase homecare beyond Southend boundaries.
- The continuation of our investment in technology solutions
- Instability of the Southend provider market enables SCL to grow its POLR service with the council
- Developing a relationships with the Integrated Care Services
- Building the SCL company brand within the local community – becoming a household name.
- Developing new relationships with SCC new personnel and other parts of the Local Authority
- Opportunity to influence market shaping and market development locally

THREATS

- Access to sufficient / suitably skilled workforce at all levels
- Special relationship between SCL and SCC 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
- Divergence of values and ambition with SCC during the 10 – year agreement.
- 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 economic position of the country affecting the Local Authority spending capacity