



2022-25

Strategic Business Plan (Consultation Draft)



We are proud of who we are, the outcomes we achieve, our CQC ratings, what people say about us and the support they receive.

Our committed team of staff aspire to continually learn and improve and are committed to delivering the best quality care and support.



2022-25 Strategic Business Plan

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1. Forward

We are pleased to share with you our draft strategic business plan for the next three years.

This document has undergone consultation with commissioners from Sefton Council and incorporates feedback from engagement with people we support, carers and staff. This is to ensure we capture and appropriately reflect the views and needs of our key partners and stakeholders and continue to deliver on local priorities.

Engagement and co-production are important principles for us. We have utilised existing feedback we have received from our Shareholder, commissioners, carers, individuals we support, staff and their representatives to develop this draft plan.

We welcome your comments and feedback and look forward to continuing to work with you over the next three years.

On behalf of the Non-Executive Directors and Managing Director: -

Margaret Carney – Interim Chair

Cllr. John Kelly – Nominee Director

Cllr. Robert Brennan – Nominee Director

Sandra Palmer – Non-Executive Director

Dil Daley – Non-Executive Director

Mark Fox - Managing Director



2. Executive Summary

2.1 Over the next three years we will focus on: -

- Expanding our Intermediate care / Reablement offer
- Enhancing services we provide for people with complex needs
- Expanding Shared Lives
- Developing an enhanced supported employment service
- Continue to align our offer to meet local needs, such as mental health and explore opportunities such as Extra Care.

2.2 We believe in delivering good quality care and will continually improve, examples include: -

- The average length of stay in reablement is 23 days in comparison to the national average of 34 days. Due to our trusted assessor model - we provide an efficient and effective quality service for a greater number of people and deliver value for money for our commissioner.
- We have one 'OUTSTANDING' CQC regulated service and aim to increase this by an additional two services over the next three years.
- We have high levels of employee engagement. Our staff turnover at 11.4% is significantly better than the social care market national average of 28.5% and we intend to continue to invest further in our workforce to ensure they feel valued through our co-produced workforce plan.

2.3 We have responded to Sefton Councils requests for support where market failure has happened such as James Dixon Court Care Home and driving up quality for people we support in Dom Care. We have worked in partnership with SMBC to develop new services, such as our Rapid Response Team reducing the need for hospital admissions through 531 community referrals (in 2020/21).

2.4 As a values-based company, how we support people who use our services, our workforce, working in partnership through co-production and delivering quality matter to us.

3. Introduction

This plan sets out our strategic vision for New Directions over the next three years.

This version is a draft for consultation with Sefton Council Cabinet; prior to submission to the Shareholder Representative (Cllr. Paul Cummins) for consideration in June 2022.

Between January and March 2022 consultation took place with the Shareholder, commissioners, partners, people we support, cares and our skilled team of staff to ensure we focus our attention on priorities and areas for improvement that matter most to you.

The plan begins setting the mission, vision and values of the company – which were co-produced following an extensive engagement exercise with our staff and individuals who use our services. People told us what is important to them.

The plan analyses our business environment and key challenges and sets the objectives and actions we will take over the next three years to meet these challenges.



4. Our Mission, Our Vision, Our Values

OUR MISSION – WHY WE EXIST

“To enable and promote healthy, fulfilling and independent lives”

Our Vision

New Directions vision is to be the leading provider of quality care services for individuals we support and employer of choice locally.

OUR CORE VALUES

Following an extensive engagement exercise with our staff and individuals who use our services, people told us what is important to them. These values, determined by people who use our services, now define what we believe in and how we behave as individuals and as an organisation.



Big Hearted

We are proud of the quality of care, empathy and kindness we offer to the people we support and each other.



Count on Us

We act in a way that you can rely on us to be able to meet the needs of the people we support and each other.



Together as One

We take pride in working as a team to deliver a very person-centred service.



People Focused

We recognise the importance of transparency, trust, recognition and development within our workforce.

5. Our Strategic Aims

Being Provider of Choice

Being Employer of Choice

We want our customers, partners and commissioners to choose us.

We want to attract, retain and develop our committed, caring and skilled workforce.

We will achieve our aim to be the provider and employer of choice through...

Effective, Efficient and Financial Sustainability

We want to grow by delivering quality services and being efficient.

Ensuring Good Governance

We will have stronger governance and measurement of our progress.

Improving Quality of Care

We will continue to improve the quality of our care and support.

Ensuring Effective Engagement and Participation

We want our customers, their families and our employees to feel engaged and involved.

6. Our Governance

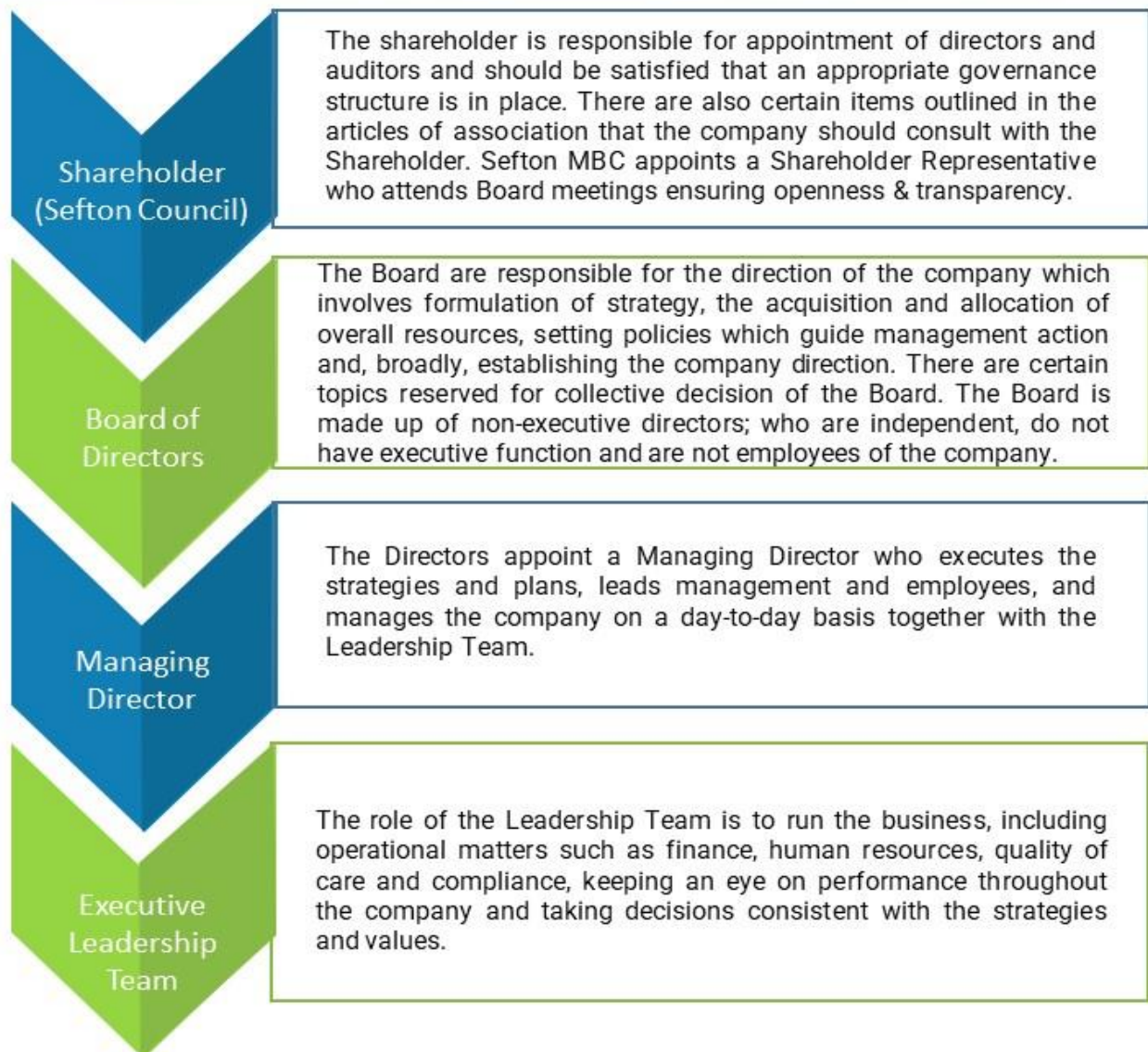


New Directions – Governance Chart (and responsibilities)

New Directions, established by Sefton MBC, is a private company limited by shares which means it exists as a separate legal entity from its owners (Sefton MBC) and is responsible for its own finances and decisions.

Any surplus is either invested back into the company or given to the sole shareholder (Sefton Council) as a dividend.

To ensure good governance there are two distinct relationships between Sefton MBC and the company. Firstly, a shareholder ⇔ company relationship for governance assurance and secondly a commissioner ⇔ provider relationship focused on providing quality adult social care services meeting the needs of individuals locally.





8. Our Connection with Sefton Council

New Directions is wholly owned by Sefton Metropolitan Borough Council (SMBC). Both the Council and New Directions recognise each other's core values, and that irrespective of language there is a clear alignment of each, reflective of a strong cultural fit.

In early 2019, leaders from Sefton MBC and New Directions signed a new partnership agreement cementing the strong relationship of past and future working.

This is based on the core values of: -

Core value 1 We will demonstrate an **openness** in all our dealings

HOW?

- By sharing pressures
- By sharing resource constraints
- By sharing delivery issues
- By recognising exceptional restrictions to openness
- By sharing understanding of Strategic Direction of Council and Company

HOW?

- By jointly defining needs
- By jointly developing solution
- By jointly owned/implemented solution
- By recognising and agreeing what we can/will do together and what we won't
- By our commitment of energy and resource to deliver goals

We will share **common goals**

Core value 2

Core value 3 We will work in a way which demonstrates **trust and belief** in each other

HOW?

- By developing belief in each other
- By demonstrating consistency in what we do and say
- By leading a commitment to "win-win" and mutual benefit relationship
- By demonstrating honesty in our approach

New Directions recognises and has a strong relationship with the trade unions. We are open and transparent, with a union observer on the Board as part of our commitment to good employee relations.

88%

of staff employed by New Directions live in the Sefton Borough. The Sefton community matters to us. Our team are caring for their neighbours.

9. Partnering Charter

The partnering charter signed in 2019 outlines how Sefton MBC and New Directions will work together to provide quality services to local people.

Our Shared Values

- We will demonstrate openness in all our dealings
- We will share common goals
- We will work in a way that demonstrates trust and belief in each other



10. Our Services

New Directions is a leading provider of adult social care services within the borough of Sefton. Our aim is to provide the highest quality of care and support for adults of all ages who have learning or physical disabilities and older people.

Our organisation is all about people and meeting their individual needs. We promote independent living, encouraging and supporting individuals to fulfil their aspirations. Supporting individuals to achieve positive outcomes in their lives means a lot to us and is at the heart of all we do.

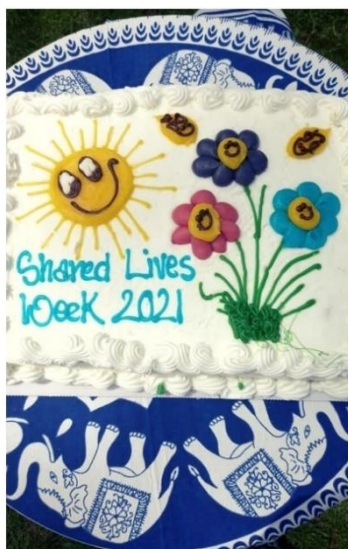
We offer a range of services and support across Sefton such as:

SHARED LIVES

Offers an alternative and flexible type of accommodation, care and support for adults. Our Carers are individuals, or couples living in the local community who are fully trained by New Directions, offering a home and the opportunity to be part of their family on a long- or short-term basis, as well as short breaks and emergency placements.

INTERMEDIATE CARE

Supporting independent living is core to what we do. New Directions offers short-term accommodation at Chase Heys in Southport and James Dixon Court in Netherton, enabling individuals to leave the hospital earlier to recover and rehabilitate in a caring and supportive environment. We support individuals to redevelop skills and confidence to facilitate their return home and to enable them to live independently once more



REABLEMENT & RAPID RESPONSE

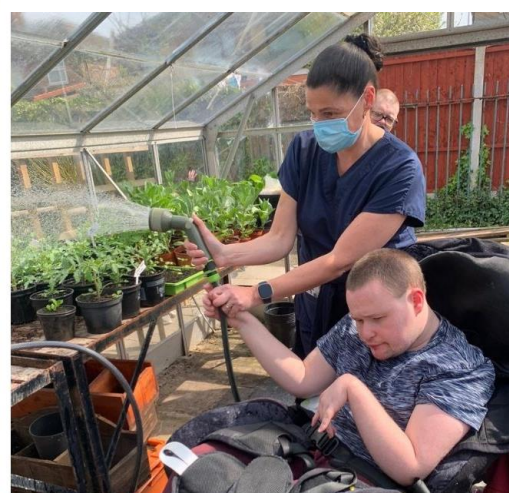
Supporting people in their homes is something we do incredibly well. Our reablement service which operates across North and South Sefton are the first on the scene when individuals come out of hospital and prevent hospital admissions through community referrals. The team provide wrap around care, with support, to develop the skills and confidence necessary to live independently once more. The service is usually provided for a maximum of 6 weeks. We are proud this CQC registered service is rated 'GOOD'.

DAY SERVICES

The North Hub in Southport and South Hub in Netherton support adults with complex learning, physical and health needs. They offer a person-centred therapeutic environment working with individuals to meet their goals and aspirations. The hubs are inspiring, enriching and social places, enabling individuals to develop life skills in a safe friendly environment.

DEMENTIA SPECIALIST DAY SERVICE

Brookdale in Ainsdale provides an uplifting, supportive and caring environment for adults who are living with varying stages of dementia-related illnesses. They offer many creative, stimulating, and interactive activities. Brookdale works in partnership with other health services to ensure they offer the best care and support to individuals using their service and their families.



WATERLOO PARK SENIOR ADULT DAY SERVICE

Based at the heart of Waterloo, members who attend thrive in this lively, warm and uplifting service. With a host of weekly activities and creative opportunities, including flower arranging, cooking, events, and projects, Waterloo offers friendship and fun.

SUPPORTED LIVING

We have 4 beautiful homes which offer tenancies to people who wish to live as independently as possible. Our supported living service offers a place to call home where individuals can feel safe, receive support and develop their independence, becoming a valued member of their community. This is a CQC registered service and rated as 'GOOD'

WOODLANDS

Based in Bootle, Woodlands provides recovery-focussed support for individuals struggling with their mental health and any additional drug / alcohol related conditions. They ensure a smooth recovery and treatment service for individuals with mental health support needs and any additional drug and alcohol related conditions. This service provides recovery pathways in and out of the service.



JAMES DIXON COURT

James Dixon Court is a 30-bed residential home, providing a safe and homely environment to individuals from Sefton. Delicious meals are freshly prepared each day, to meet each resident's dietary requirements. Social and creative activities are planned each week, with a beautiful garden and conservatory to enjoy too. James Dixon Court also offers some enabling beds, working in partnership with the local CCG, supporting local hospital discharges.



SHORT TERM RESPITE

Poplars Respite Service in Southport and Aintree Lane Respite Service in Aintree provide short-term stays for adults who have physical or learning disabilities. They also support individuals with complex health and behavioural needs, accepting both planned and emergency respite. A caring, friendly, and inspiring place to stay offering many opportunities to access the community. Both services are CQC registered.



HUDSON ROAD

Situated in Maghull, Hudson Road is a small home for long-term residents who have complex physical and learning disabilities. Hudson Road is an accessible, warm and friendly place to live, supporting residents with life choices to achieve their goals and aspirations, within a caring environment. It is a CQC registered service which has earned an OUTSTANDING rating.



Strategy Drivers & Market Assessment and Analysis

12. Strategic Drivers & Market Assessment and Analysis

323

COMMUNITY REFFERALS WERE ACCEPTED BY US DURING THE LOCKDOWN PERIOD OF 2020. PREVENTING HOPSITAL ADMISSIONS

12.1 There are several drivers that have been considered as part of this strategy. These include:

- Sefton Council Market Position Statement and vision
- Sefton Joint Care Home Strategy
- Sefton Intermediate Care Strategy
- Sefton Extra Care Strategy
- Integrated Care Systems & Partnerships
- Sefton Health and Wellbeing Forum
- Digital and assistive technology
- Other strategic drivers (such as SWOT analysis)

12.2 The sections below explore these individually: -

Sefton Council Market Position Statement

12.3 In June 2021 Sefton Council published its Adult Social Care Market Position Statement which sets out the strategic direction of travel, and aids providers to change the way their services are provided to deliver the outcomes that are really needed. Each Local Authority produces such a statement. Considering Sefton is our Shareholder and primary commissioner this section will focus on how the Company meets the needs of Sefton Council and the Sefton Community.

12.4 Outlined below are the key issues addressed in Sefton's report together with the response which will be integrated into individual service plans and redesigns of services to ensure the Company continues to meet the needs of individuals locally and Sefton's adult social care principles which are: -

- Early intervention and prevention
- Intelligence-led decision making
- Innovation and ready for the future
- Co-production and co-design of our services
- A valued workforce that is fit for the future

- Increased choice, enabling people to have control over their lives, improving outcomes and maximising independence
- High quality and person-centred services that respect people's dignity, rights and choices
- Safeguarding
- Support and involve Unpaid Carers
- Recognise volunteering and social action as key enablers
- Provide choice that focuses on outcomes and maximising independence
- Design and deliver integrated services that are created in partnership with people and communities.

New Directions response to these principles:

- These principles reflect current ways of working, the Company values and we will continue to embed these into future plans and service redesigns.
- Our reablement team supports over 900 individuals each year to be independent and we have been proactive to reduce unnecessary support within Domiciliary Care. The Company is co-producing its workforce plan with over 40 employees. It also co-produces the redesign of services with Sefton MBC (such as Rapid Response and a new 'recovery' mental health service) and involves individuals and their carers to help design what their support will look like in the future. We also support several volunteers and work with several community groups to turn presence into community contribution.
- We have fully adopted the single-handed care programme within our care homes, reablement and domiciliary care; providing less intrusive person-centred support, increased independence and reduces unnecessary costs to the commissioner. We use aids and adaptations first to support and promote independence and we will continually improve this through greater use of technology.
- We proactively reduced the need for hospital & residential admissions through **531** community referrals to our Rapid Response and emergency respite services.

"Waterloo Park has been great the staff have really lifted my mood during lockdown. The meals were very much appreciated."

Violet – Waterloo Park Attendee

13. Extra Care

WE PROTECTED PEOPLE PROVIDING 53,500
FACE MASKS AND 42,800 DISPOSABLE
GLOVES FROM APRIL 2020 - MARCH 2021

- 13.1. The extra care model provides purpose-built environments that are community-friendly, promote independence and are focused on meeting the changing needs of individuals as they age. They include self-contained apartments with 24-hour on-site flexible care and support available.
- 13.2. Sefton Council is currently developing its Extra Care model of support that it believes will reduce reliance on long-term residential care in a managed way that prevents market destabilisation. It is projected that there will be around 1,300 extra care places (units) by 2036.

New Directions response (to Extra Care):

- As the Extra Care strategy is developed, we will actively consider the business case and opportunities to work with partners to expand into this marketplace.

"My experience with Shared Lives has been very enjoyable and it has benefitted my life a lot. It has allowed me to feel part of a loving family that supports me in many ways. I feel very comfortable with this family as they are all loving and caring people who make me smile and laugh each day."

James – Shared Lives Member

14. Support in the Community for Vulnerable Adults; Community based support and accommodation-based services

53,310

HOURS OF DOMICILIARY CARE
DELIVERED BETWEEN APRIL 2020-
MARCH 2021

- 14.1 Sefton will have an above-average number of people aged 55+ with a learning disability as well as younger people in transition. By 2025 there will be 350 extra people aged 18-64 with a Learning Disability or Mental Health Concern.
- 14.2 People with a learning disability in employment are below the national average in Sefton (at 2%) which is an opportunity for growth.
- 14.3 Sefton has a lower than national average rate of people with a Mental Health Condition in paid employment (at 2.5%) and provides long term services to 752 people with Mental Health as a primary support need. In 2019/2020 Sefton Council spent £13 million (gross) on Adult Social Care Services for people with mental health conditions.

New Directions response (to Support in the Community for Vulnerable Adults; Community based support and accommodation-based: services):

- We value the principles of supporting individuals to live the lives they want to lead and retain their independence.
- Supporting individuals to be independent is fundamental to our principles; it is important as a Company we live by these values. Recent examples include: Stephen from Shared Lives volunteering as a Cook at our residential care home, Tony from our Day Services volunteers in the Company's communications team, Alison from Shared Lives was employed at one of our residential services and Nick from Woodlands gained a level three qualification in health and social care. In total, we support **17** individuals who live in Shared Lives in voluntary work placements.

Response (cont)

- We believe, however, that we can do much more and, for example, as part of the redesign of our day services and social enterprises, we will be more proactive to ensure other individuals have more volunteering, qualifications and sustainable employment opportunities (like Alison, Stephen, Tony and Nick) and to have as much choice & control and independence as possible. As the largest Adult Social Care provider in Sefton, New Directions aims to lead the way in developing a 'Support to Work' framework. Our vision is to work in partnership with Sefton Council on this project and lead the way in encouraging diversity within the workforce across Sefton.
- We have co-produced a new mental health recovery service with Sefton MBC, which is commissioning ready and an important part of our growth/redesign plans, responding to the needs of local people.
- Five individuals in supported living have completed training (bespoke to their needs and communication skills) to develop their knowledge and independence to make informed choices regarding their health and wellbeing and relationships. We aspire to co-produce, with Sefton Council, a bespoke supported accommodation offer for individuals with complex needs and challenging behaviour.
- 90% of individuals in our Shared Lives service say their life is better since Shared Lives started supporting them and 100% say they are doing all the things that they wanted to do. We aspire to expand our quality Shared Lives service and provide more person-centred support to individuals to achieve their aspirations. This includes sessional care and supporting hospital discharge and prevention through community referrals. We are proud that during the year, one person reached his goal and has moved into a supported tenancy with a reduced care package and we wish him a successful future.

“After attending New Directions’ South Hub for over 10 years, I was offered the opportunity to become a volunteer within the Communications Team at Head Office. I have been able to contribute to projects and I am proud of what I have achieved. There are many other ideas and plans for the future which I am looking forward to.”

Anthony – Communications Team Volunteer

15. Advocacy and Unpaid Carers and Day Opportunities

PEOPLE WERE SUPPORTED BY THE REABLEMENT TEAM FROM APRIL 2020 - MARCH 2021

902

- 15.1 We support Sefton Council who recognises that unpaid carers, and the people they care for, are valued members of our communities and that Unpaid Carers provide invaluable care and support to their families and within local communities.
- 15.2 Sefton Council seek to provide a building-based option for those people with the most complex needs whilst enabling others to enjoy an enriched range of opportunities within the community, including enhanced opportunities for employment. Both Sefton Council and New Directions will consult with people who currently use day services to refresh our understanding of their needs in developing the day services offer and approach.
- 15.3 Sefton Council wishes to re-establish the ambition to support the development of Social Enterprise models to ensure that where possible people can be enabled to live more fulfilling lives and have access to real employment opportunities.
- 15.4 There are gaps in day service provision, particularly for young people with complex needs. Approximately 28 young people coming through transitions will require these services over the next 5 years.

719

NIGHTS OF EMERGENCY RESPITE CARE WERE PROVIDED BY US DURING THE LOCKDOWN PERIOD OF 2020

15.4 Sefton Council states that it finds it difficult to fully predict changes in demand for day care provision as past attempts to establish a more community-based model and use asset-based assessments to reflect approaches that are more individual, have caused some fluctuation in numbers over recent years. Notwithstanding this, the total number of individuals attending day services across Sefton is predicted to remain static at around 650 individuals.

New Directions response (to advocacy & unpaid carers and day opportunities):

- Our teams will continue to provide informal support to carers of people who use our services. We will provide valuable support and signpost to ensure that they have a voice and at times a shoulder to cry on.
- Our expanding day service offer includes a wide range of opportunities such as hydrotherapy, rebound therapy, accredited training in horticulture, independent living skills, multi-sensory activities, memory stimulation and lots more. We aspire to specialise in supporting people with more complex needs in our North and South Hub building-based services. We will reconfigure day services in line with the wellbeing principle contained in the Care Act guidance; this will include a therapeutic/enabling approach. We anticipate we will be supporting proportionately more people with complex needs in the future.
- We will contribute to the local social enterprise offer by ensuring people lead fulfilling lives and can access real employment opportunities.
- Our learning and development offer through our co-produced workforce plan will be key to delivering our aspirations and redesigning services to improve support for individuals.

“I really enjoy coming to my art sessions on a Tuesday morning. The art information I get from Simon at North Hub is just fantastic which I can then try and put into practice. Also, I enjoy our chats.”

Colin – Supported at our North Hub

16. Reablement, intermediate care, step-up/step-down provision

1,091

HOSPITAL DISCHARGERS WERE ACCEPTED BY US. REDUCING THE PRESSURE WITHIN HOSPITALS DURING LOCKDOWN

- 16.1 New Directions is proud that Sefton Council recognises the Company as an important organisation, delivering a range of services that meet strategic priorities and provides statutory services to vulnerable people in the borough. New Directions have continued to deliver services that have assisted with meeting key aims such as reducing hospital discharge delays, supporting people to regain their independence, providing community-based services and opportunities for people with complex needs. In addition, the organisation has grown, principally with respect to delivering more community based and bed-based enabling care services. Sefton Council also sees New Directions as key to the integrated delivery (with Health partners) of Intermediate Care functions such as Step-up Step-down and Discharge to Assess models and aims to increase our reablement offer to ensure a reduction in long term reliance on Care Packages.
- 16.2 Sefton Council have, for several years, commissioned homecare reablement and other services from one provider, New Directions. This specification sets out the service requirements for the future homecare reablement service across the whole of Sefton, to achieve the following outcomes: -
- Reductions in hospital re-admissions and delayed discharges
 - Reductions in the number of people requiring ongoing longer-term care; namely Residential and Nursing Care
 - Enabling people to live more independently.

“Working at New Directions has been a great opportunity in my career. Since starting with New Directions I have been given the opportunity of multiple training courses and working with other members of staff to build my knowledge in the health and social care sector. The support provided from the management team allowed me to get to this point in my career, nothing was ever too much and they were always a phone call away.”

Nadine – Ex Reablement Employee

New Directions response (to reablement, intermediate care, step-up/step-down provision) :

- We value the partnership, support and acknowledgement from Sefton Council by: - striving to improve outcomes to not remain static and redesigning services to meet local needs. The Company will continue to focus on delivering quality services, work ethically, be a key partner supporting the Council with its wider objectives and deliver efficiencies where possible.
- We have redesigned our older people respite service at Chase Heys in Southport into an essential 22 bed 'Step-down' provision, supporting hospital discharge for individuals awaiting a package of care in the community. During the peak of Covid-19, this service received a special CQC registration and was classified as a 'designated site'. We are proud of our staff who provided critical hospital discharge support to patients 7-days after a positive covid-19 result.
- In 2019 we developed a Rapid Response service (in partnership with Sefton MBC) which has significantly speeded up the response to support hospital discharges and reduce hospital admissions and extended to other points of referral such as the Emergency Duty Team, community and hospital frailty.
- To support the Council, in 2018 the Company took on a care home in Bootle. Subsequently, in response to local needs, this service has partially been redesigned offering enabling beds, and supporting individuals to be enabled and live independently in their own homes.
- New Directions is working in partnership with Sefton Council and Health on the expansion of the Reablement service in order to meet the strategic aim of supporting more people to be independent at home, reducing hospital admissions and reducing the number of people requiring ongoing longer-term care including residential and nursing care. The Company is committed to supporting the Council and Health to meet their wider objectives.

17. Independence at Home

1,325

OUTREACH MEALS WERE PROVIDED BY US THROUGHOUT THE LOCKDOWN PERIOD OF 2020

17.1 Sefton has a much higher than average proportion of older people and it is predicted that over the next few years there will be increasing numbers of: -

- People living alone with an increased risk of social isolation, loneliness and depression
- By 2025 11% of our 64 plus age group will have dementia
- People with multiple and complex long-term needs
- Unpaid Carers, many of whom will be older people with their own support needs.

17.2 Sefton Council seek more services in the community that people can buy directly with a direct payment, personal budget or from their own means to provide flexible support for everyday living and independence. We wish to encourage the uptake of Direct Payments and Personal Health Budgets, to help encourage choice and control and diversity of choice in the market.

17.3 The desire is to have a wider and more diverse provision of sustainable, preventative level schemes than are available at present. These schemes should address some of the key issues facing Sefton including social isolation and associated mental health concerns. They will provide creative alternatives to formal service provision, dementia care and support, and Carer/ family support.

Sefton Council would like: -

- Providers to develop more innovative solutions to the way that care, and support is delivered locally
- To work with providers to develop a sustainable workforce for social care, using our combined resources to improve recruitment, career pathways, training and retention and remove barriers to new entrants

- Providers to look at the opportunities to work with our employment support services to offer employment opportunities to people who have lived experience.

New Directions response (to independence at home):

- The Company is always interested in discussions to develop *new* local services which have a positive impact on the home care market across Sefton. For example, a new service that adds value to the local marketplace could be the main pathway out of the hospital for people who require a package of care. The service could serve as a 'discharge to assess' model which incorporates the trusted assessor and single-handed care approaches before moving to a permanent provider, thereby reducing time and pressure for social workers.
- Our teams will continue to work in partnership to redesign or develop new services which meet the needs of the local community, ensuring a person-centred and co-produced approach. We are committed to developing a learning organisation through our co-produced workforce plan.
- As part of the Company's strategic aims to meet local needs, maximise opportunities for growth, and ensure financial sustainability, consideration will be given to creating opportunities for individuals with personal budgets as part of our role to ensure choice in the marketplace, and give individuals control.

Integrated Care Systems (ICS) & Partnerships

12,490

HOURS OF OUTREACH SUPPORT WERE PROVIDED BY US DURING THE LOCKDOWN PERIOD OF 2020

- 17.4 Integrated care systems are new partnerships between the organisations that meet health and social care needs across an area, to coordinate services and plan in a way that improves populations' health and reduces inequalities between different groups.
- 17.5 New Directions is committed to looking beyond our organisational priorities focusing on system-wide objectives and improving outcomes for the communities we serve. We look forward to working with the Cheshire and Merseyside Health and Care Partnership to deliver its strategy¹ as part of the collaborative approach with other providers, fulfilling our strategic objective to be the 'provider of choice' and the opportunity to deliver quality services through aligned-incentive contracts.
- 17.6 We have already commenced reconfiguring services to support those with long term conditions or mental health issues and those with multiple needs as populations age.

Sefton Health and Wellbeing Forum

- 17.7 Health and wellbeing boards can play a key role in delivering the ICS strategy. Our three-year strategic plan and service redesigns have considered the ten ambitions in the Living Well in Sefton 2020-2025 strategy². Through working together with partners, providing tailored support, working with our communities and contributing to the prevention and early intervention agendas we will play our part to deliver a confident and connected Sefton where everyone has a fair chance of a positive and healthier future.

WE TAKE OUR SOCIAL RESPONSIBILITY SERIOUSLY AND PRIORITISE LOCAL SUPPLIERS, SPENDING OUR POUND IN SEFTON AND THE MERSEYSIDE CITY REGION WHILST ENSURING VALUE FOR MONEY

¹ [Improving Health and Wellbeing in Cheshire and Merseyside Strategy 2021-2025](#)

² [Sefton Health and Wellbeing Strategy 2020 - 2025](#)

Digital and Assistive Technology

- 17.8 We aspire to ensure individuals are as independent as possible, and we want to ensure our systems and processes are as efficient as possible to provide value for money and cope with growth.
- 17.9 Digital technologies have the potential to improve social care provision. They can extend the services on offer, giving people greater independence and control over their care. They can free up the time care workers now spend on administration tasks to deliver more direct care.
- 17.10 Technology is changing the way people provide care and support. The benefits can be huge – for people who use services, families, carers and providers. But it is important technology and innovation never come at the expense of high-quality, person-centred care.
- 17.11 The benefits of technology can:
- give people more control over their health, safety and wellbeing
 - support people to be more independent or feel less isolated
 - link them to services that are important to them
 - enhance the care and support we offer
 - assist us to communicate with families, professionals and staff more effectively
 - help staff to prioritise and focus their attention on people who need it most
 - capture and compare data and share good practices with peers.
- 17.12 We are currently in the process of delivering our digital strategy to enable us to utilise technology to become more efficient and enhance our offer.
- 17.13 Upon completion, it is anticipated this project will introduce more effective systems and a unified infrastructure to deliver our overall business strategy. It will enable enhanced communication and information sharing, facilitate flexible working and allow New Direction to respond effectively to internal and external developments. This will be underpinned by good governance and IT security.

Other Strategic Drivers

HOURS OF REABLEMENT CARE
DELIVERED FROM APRIL 2020 - MARCH 2021 **19,249**

17.14 There are several other drivers for this strategy, some internal which the company uses as part of prioritising key actions within the strategy; these are commercially sensitive and not included as part of this published plan, but we do share them with Sefton Council.

- We annually conduct a SWOT analysis looking at the strengths and weaknesses internal to the company, and the opportunities and threats presented by the environment external to the company.
- We also consider the external environment through a PESTLE analysis identifying social considerations, such as customer expectations, technological advances such as assistive technology, economic considerations such as national minimum wage and interest rates and political/legal considerations such as changes in employment law.
- Utilising a tool called the ANSOFF matrix we also conducted a high-level analysis of areas for potential future business growth and consider how we position the company for the future. Some of the actions from this analysis of existing or new markets are evident in the 'Provider of Choice' action plan.

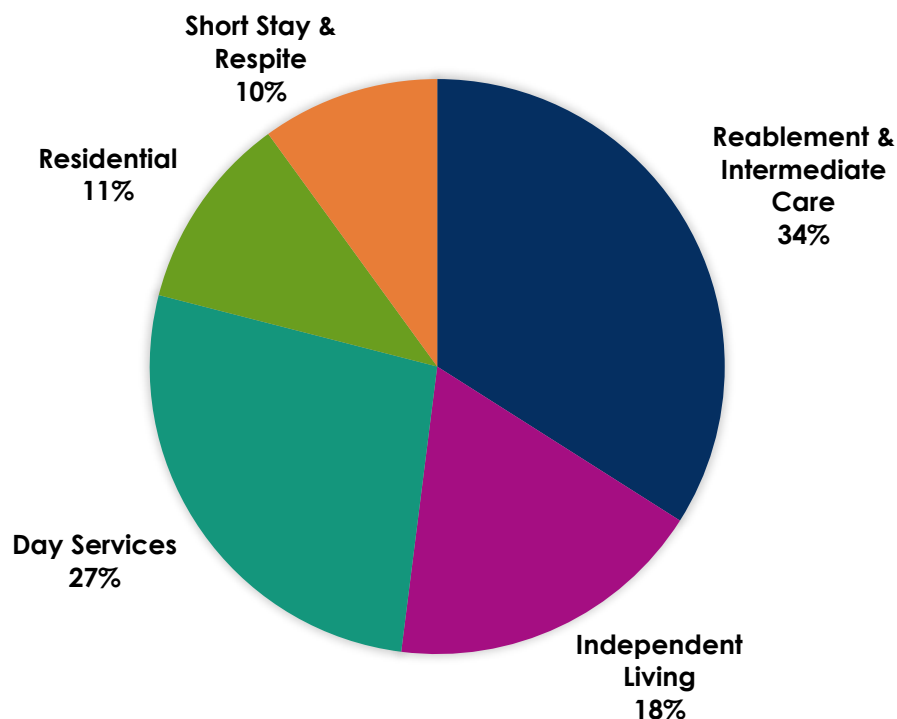
17.15 The analysis in this section, together with feedback from our main commissioner and consultation with people we support, has helped us to develop the priorities for New Directions for the next three years, ensuring the Company operates in an intelligent and strategic way.

"I would be lost without you girls at Waterloo Park and the New Directions team. I could not have got through this pandemic without you."

Melsie Lightwood – Waterloo Park Attendee

18. Financial Summary

Summary of Expenditure - 2020/21 based on revenue: £10.4m



Scope for Capital Investment

In our strategic plans, we have identified a number of investment priorities that would support the delivery of our strategic aims. We will develop a medium-term investment programme, including funding options, to cover the following priorities: -

- Information Technology to improve business efficiency and service quality.
- Reduce our carbon footprint to be efficient and minimise environmental impact.
- Reablement to reduce hospital admissions, reduce the need for longer-term care and enable more people to live more independently.
- Investing in our environments to ensure we meet the needs of the increasing number of people in Sefton with complex and challenging needs.
- Continue our journey as a learning organisation to improve staff engagement, recruitment and retention and ensure our workforce feel valued.
- Social enterprises to enable individuals to live more fulfilling lives and access real employment opportunities.

19. Financial Summary (continued)

- 19.1 During 2020/21 the company made a significant gross profit on its activities. However, due to the accounting treatment of the company's membership in the Local Government Pension Scheme, the Company was required to make a significant contribution to reserves to cover any potential deficit in the Scheme. This resulted in the Company reporting a loss and was therefore unable to pay a dividend to its Shareholder. We are in active discussion with SMBC regarding options for the accounting treatment of this pension which would provide mutual benefits to both organisations.
- 19.2 Due to commercial sensitivity, the financial performance of individual contracts is not published in this consultation draft business plan; however, these are shared with Sefton Council. There will be a focus on ensuring all contracts are financially sustainable, reducing the risk of the annual swings in the actuarial valuation and being as efficient as possible, whilst ensuring good quality.
- 19.3 In common with most social care providers the Company faces a number of financial risks and challenges that will impact its future position. These include funding the uplift in the national minimum wage, the increase in National Insurance, delivering efficiencies, stable contractual arrangements with Sefton MBC, the pension deficit and the ability to maximise opportunities for growth. The Company's financial strategy has made some provisions in its reserves to cover potential risks, but it remains a challenging position that will require close and collaborative working with SMBC to ensure we can continue to provide and enhance quality service provision.
- 19.4 Good strategy works by focusing energy and resources on a few pivotal objectives. The priorities of the financial strategy are: -
- a) Ensure *efficient* infrastructure for financial sustainability
 - b) Create more *stability* (with existing contracts) and,
 - c) Maximise *growth*



20. Key Challenges & Opportunities

- 20.1 Our strategic plan for 2022-2025 acknowledges the challenges faced by the Company and our approach to overcoming them. The key challenges which the strategy addresses are summarised below: -

Financial

- 20.2 During 2020 and 2021 New Directions experienced a period of significant financial challenges but remain committed to our workforce and the people who use our services.
- 20.3 During 2022 and beyond we see little change to these financial pressures; in fact, with rising inflation and supply and demand impacting social care jobs we see the picture worsening in the short term. Social care providers, such as New Directions, continue to be under pressure and our financial sustainability depends upon how we respond to these pressures, ensuring we focus our resources in order to deliver effective and efficient quality care and support whilst ensuring our workforce is valued.
- 20.4 With New Directions principal source of income coming from the public purse and with Local Authorities being under significant pressure for several years it is a necessity for New Directions to do more with less and be more innovative. However, it is important that quality is maintained and improved, and that the Government delivers a sustainable long-term plan for social care services that are properly funded.
- 20.5 This is acknowledged by the Government in its market sustainability and fair cost of care fund 2022/23 which recognises that a *“significant number of local authorities are paying residential and domiciliary care providers less than it costs to deliver the care received. This is undermining their markets, creating unfairness, affecting sustainability and, at times, leading to poorer quality outcomes.”*³ Consequently, local authorities are conducting cost of care exercises to determine the sustainable rates and identify how close they are to it.

³ .gov.uk, 2022, [Market Sustainability and Fair Cost of Care Fund: 2022 to 2023](#)

- 20.6 We welcome the increase in the national minimum wage for our fantastic team of carers but nationally, local authority funding struggles at times to keep up with these increases. It is therefore more crucial than ever that we continue to deliver excellent quality as efficiently as possible with a workforce that is well trained and valued.
- 20.7 Whilst significant efficiencies have been achieved since the Company was created, there are continuing legacy costs such as the local government pension for 34% of employees and some financially 'competitively adverse' terms and conditions. The company also competes in a sector where 24%⁴ of jobs are on zero-hour contracts. New Directions is proud of its values, and that of its Shareholder (Sefton MBC), not to offer zero-hour contracts; however, there is an additional cost to this policy and brings some additional financial/operational pressures.
- 20.8 In response to these challenges, in the short term, we will continue to stabilise our existing contractual arrangements, ensuring that our services are as competitive as possible whilst improving our reputation for excellent person-centred quality care and support. This will create a stronger foundation for future growth opportunities which we are currently exploring. It is also important that we explore future partnerships, maximise opportunities with new Integrated Care System (ICS) partnership commissioning arrangements and become a valued partner for the NHS and thereby diversify our income.

Contractual

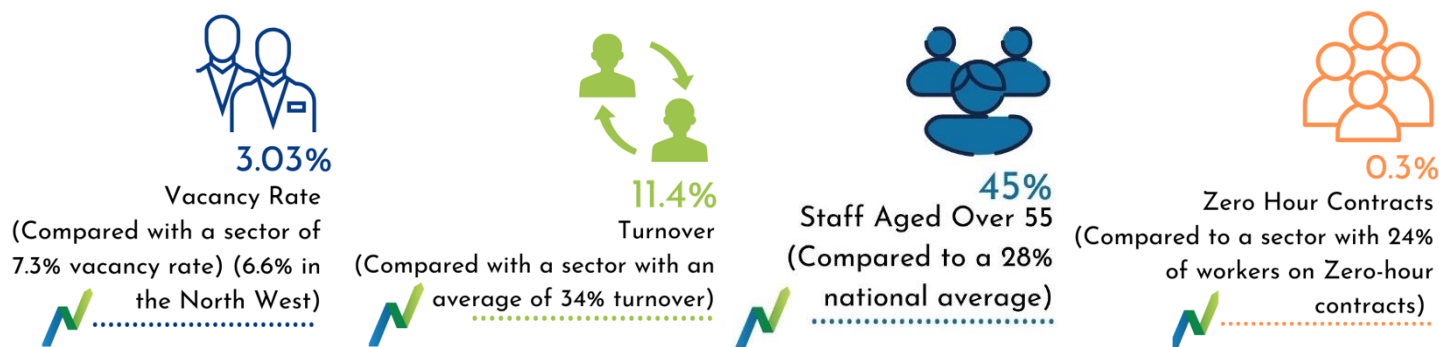
- 20.9 Most of the current revenue for New Directions is within a historical block contract with Sefton MBC which is currently under review.
- 20.10 For the Company to realistically develop a medium-term financial plan and ensure the business objective of financial sustainability, agreeing to the terms of this contract is critical.
- 20.11 In response to this challenge the Company will continue to work proactively with Sefton MBC to agree on a deadline to finalise these contractual negotiations with the aim of a 3–5-year contract as opposed to the current annual renewal.

⁴ [Skills for care, 2021. The state of the adult social care sector and workforce in England](#)

Key Challenges (continued)

Workforce

- 20.12 New Directions has a fantastic and committed team of caring staff. Workforce challenges that New Directions faces reflect the challenges across the sector, though generally, we perform above sector averages.
- 20.13 The adult social care sector has a traditional high staff turnover rate of 34.4%⁵ compared to the UK average for all UK sectors of 15%. New Directions turnover is 11.4% (during 2021) which reflects the commitment of staff and the positive work undertaken by the company on retention. Notwithstanding this, by the end of 2021, the Company experienced increased competition from other providers, recruiting social care roles in the local marketplace – reflecting the national pressures.
- 20.14 We have identified that in the future we will be supporting proportionately more people with complex needs, individuals on the autistic spectrum, behaviour that challenges, individuals with dementia, individuals with mental health conditions etc. We will be supporting people into employment and job coaching. This will require investment into more learning and development over the next three years to achieve our aspirations.
- 20.15 Employers with favourable workforce metrics (such as high levels of learning and development), on average, have better outcomes (lower staff turnover and/or high CQC ratings)⁶.



20.15.1 *[Note: Currently, one person is on a zero-hour contract. This is a consequence of a previous TUPE transfer - all new employees were offered a contract in line with the Company ethics & Shareholder values. One 1 individual has chosen to remain on a zero-hour contract.]*

⁵ [Skills for care, 2021, The state of the adult social care sector and workforce in England](#)

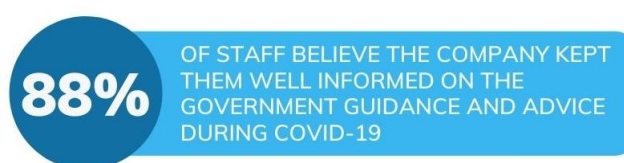
⁶ [Skills for care, 2021, The state of the adult social care sector and workforce in England](#)

20.16 Responding to the future challenges, in October 2021, New Directions, using the principles of co-production, engaged 40 existing employees to co-design a workforce development plan to ensure the Company can meet future operational needs with a focus on the following themes:

- Collaborative Learning Culture
- Leadership & Performance Management
- Operational Workforce Capabilities
- Attract and Retain Talent
- Regulatory Standards & Best Practice
- Workforce Wellbeing

20.17 The outcome of this work was finalised in March 2022; and has been integrated into the future.

Covid-19



20.18 COVID-19 has brought into sharp relief the challenges facing adult social care, and in many cases exacerbated them, but it has also powerfully underlined the essential value of social care in supporting people to live the life they want to lead.

20.19 There are many challenges due to Covid-19 we have considered, some are detailed below:

- The day-to-day impact on staffing levels and services
- Responding operationally to the day-to-day impact of Covid-19
- Workforce resilience and business continuity planning to deal with reduced staffing levels
- Additional costs of infection control, personal protective equipment, adapting social care settings and additional measures during an outbreak – particularly as these costs will remain when government support is withdrawn
- Long-term impact on the wellbeing of employees and people we support – both from the trauma of specific events and the long term sustained impact of dealing with Covid-19.
- Supporting individuals and staff with the impact of long-covid.
- Redesigning services to meet the impact of Covid-19, such as supporting hospital discharge and market failure and redesigning services to meet new and future needs.

Strategic Aims & Objectives

21. Strategic Aims & Objectives

Our strategic plan is constructed around the following six key Aims: -

- 1. Being the provider of choice*
- 2. Being the employer of choice*
- 3. Improving the quality of care*
- 4. Effective, efficient and financial sustainability*
- 5. Ensuring good governance*
- 6. Ensuring effective engagement and participation*

Strategic Aim 1: Provider of Choice

We want our customers, commissioners and partners to choose us

We aim to provide high-quality personalised support for individuals ensuring they are safe and supported to achieve their outcomes and potential. Considering we support individuals with a wide range of needs, it is important that these person-centred principles continue to be embedded.

Between January and March 2022 through our 'big engagement' events we set out to ask people we support, their carers and partners, what mattered to them most and how we can shape our support and the business to meet their needs both now and in the future. In essence, our partners and customers have co-designed our business plan and set us the challenge of how we can improve over the next three years.

As a Company owned by Sefton MBC, we have many examples where we have supported non-planned activities, as part of our journey to the provider of choice, such as: -

- Over the Christmas period, the Company responded to commissioners supporting the pandemic, and created an emergency response team available to support other providers across Sefton. Due to our high standards of quality care, we were also

best placed to support providers in relation to covid-responses; visiting three providers and implementing our quality protocols to keep people safe.

- We provided added value to our communities, through maximising our community assets and supporting local groups such as The Fillies FC turning our presence into community contribution by providing access to our facilities.
- We provide local, mutually beneficial volunteering opportunity programmes, supporting individuals who want to improve their self-confidence, and sense of purpose and contribute to the community.
- During the peak of Covid-19 our Chase Hey service was re-classified as a 'designated site', receiving covid-positive patients from hospital within 7 days of a positive test to support hospital discharge.
- We frequently respond to fluctuating demands in the hospital discharge system, reconfiguring services to create step-down beds at short notice.

Engagement is important to us. During February and March 2022, we asked people we support what is going well, what individuals want in the future and what people value. Their feedback is incorporated into this business plan and service plans.

Local commissioners set out their aspirations and long-term vision for the future of public adult social care services in their market position statements. In Sefton this strategic commissioning plan sets out the following adult social care core outcomes for the local marketplace: -

- People are influencing decisions that affect them, and communities work together with partners to deliver effective change
- Stronger community leadership
- People are taking responsibility for their own health and well-being
- People feel safe and supported and are free from discrimination and harm
- People understand and exercise their safeguarding responsibilities
- Communities and individuals are benefitting from many volunteering opportunities and schemes
- People are not socially isolated
- People are well informed
- People rely less on public sector services.

As the aspiring local provider of choice, we have considered these local outcomes and needs identified by local people and their commissioners.

Being the provider of choice is a key pillar of our strategy, therefore it is crucial to set out what 'good' looks like. We will be the provider of choice when: -

- **People who use our services** want to be with us because they feel safe, secure, valued, and independent
- **Their family and friends** want their loved ones to be with us and recommend us to others
- **Commissioners** want us to provide their services because we achieve positive outcomes
- **Employees** are proud of the work they do and recommend us to others
- **Partners** want us to work with them
- **Competitors** want to learn from us.

65.6% of 902 individuals enabled within 34 days

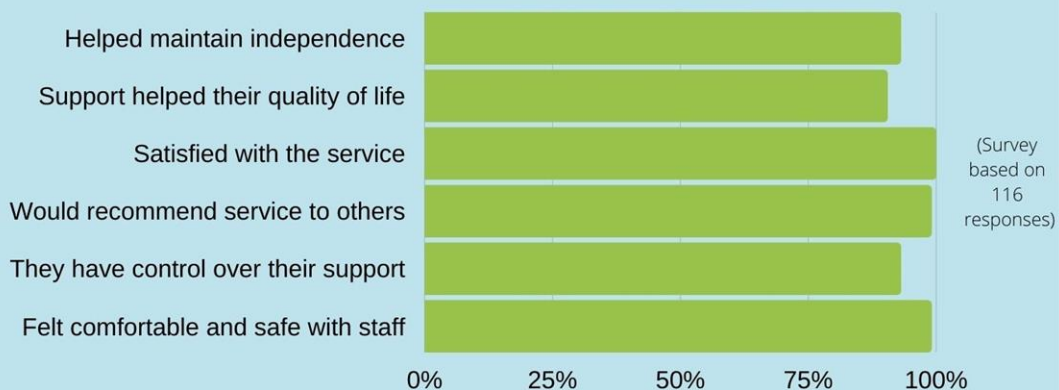
Average length of stay: **23 days**

(national average is 34 days)

Which allows us to provide support for **47.6%** more people in comparison to a company of the same size.



WHAT THE PEOPLE WE SUPPORT IN OUR REABLEMENT SERVICE SAY ABOUT US



Strategic Aim 2: Employer of Choice

We want to attract, retain and develop our committed, caring and skilled workforce

Over
10%

Of our staff members (40 people) co-produced the workforce development plan

To position ourselves to be the Provider of Choice, it is vital that we attract, retain and develop a committed, high quality, motivated and healthy workforce. We are proud of our values, which were formed by our New Directions team, and we demonstrate these in our everyday working practice when supporting and caring for each other and those who we support.

Our aim is to:

- Be the preferred employer of choice in the care sector, both locally and beyond, making our workforce proud to be part of the New Directions family. To do this we need to fully consider what this means to our existing and prospective employees and know-how our employment offer compares to other local employers
- Offer a positive, rewarding and inclusive work life for all of our employees
- Continually improve the way we work and be responsive and ready for change
- Transform New Directions into a learning organisation. We have co-produced a Workforce Development Plan designed to enhance the Company's workforce capacity, capability and well-being over the next three years.

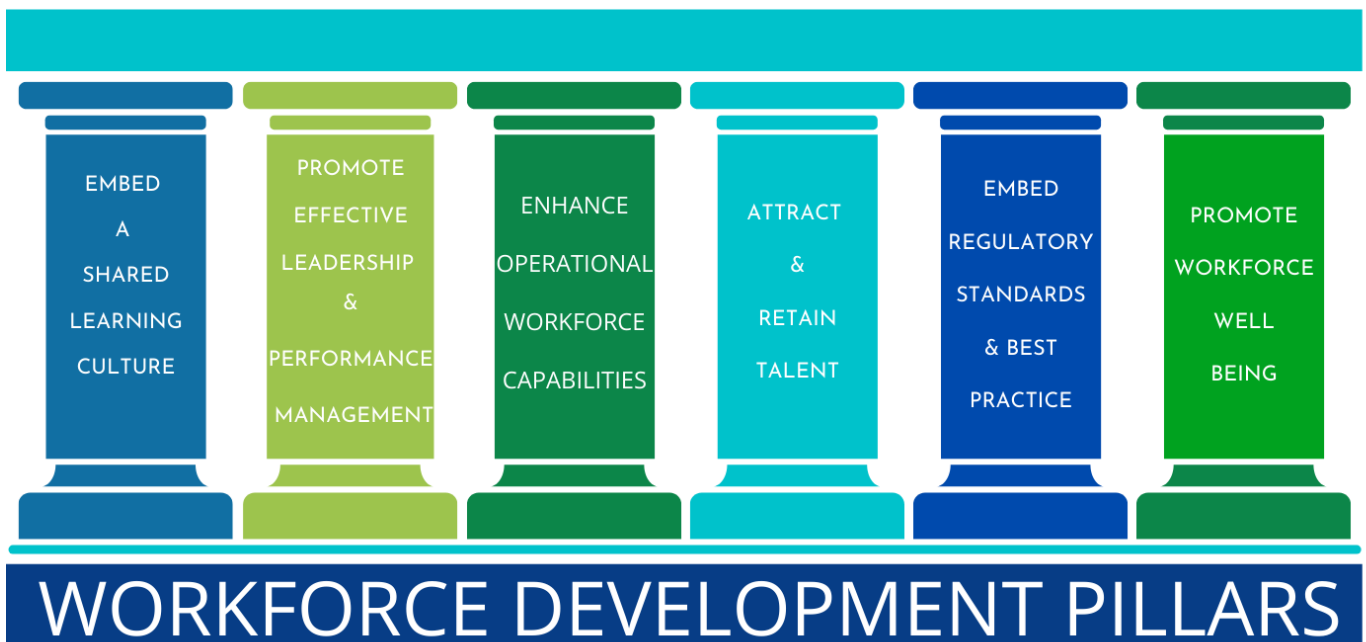


Being an employer of choice we will need to ensure we:

- Recruit and retain the right people with the right skills and core values to provide outstanding care and support that is flexible to meet the needs of our service users and the business
- Improve levels of staff engagement to maximise business performance
- Support, promote and encourage the well-being of our staff
- As a learning organisation, support and develop our workforce to reach their potential and career aspirations.

New Directions and the Trade Unions have worked effectively in partnership developing and promoting wellbeing opportunities for the benefit of staff

Our strategic workforce development plan was co-produced by employees, centred on six pillars: -



Strategic Aim 3: Improving Quality of Care

We will continue to improve the quality of our care and support

There has been significant work over the last year to improve the quality of care, such as strengthening the quality audit cycle, introducing stricter infection control measures and staff training, implementing a quality performance dashboard, reviewing policies and additional GDPR training.

We believe in a continuous approach to improving quality and as a learning organisation that there are always opportunities to improve and share best practices. We must aspire for our services to be outstanding; this includes non-registered CQC services.

In this process we must continuously review what we know about the quality of the services we provide; decide what actions we must take and take decisive action to improve.

Our quality framework adopts the quality matters⁷ approach to one single shared view of quality: -

01

Equity & Equality

Our single shared view of quality expects services to be equitable to all and focus on improving quality. It will make sure that the quality of care does not vary because of the characteristics of people using services, their families & carers, such as gender, race disability, age, sexual orientation, religion, belief, gender reassignment, or marital or civil partnership status. Wherever people use care, it will be high quality.

02

Person-centred Care

An approach where the person using care and support is at the centre of the way care is planned and delivered. It is based around their individual needs, preferences, and priorities. It treats people as an equal partner and puts into practice the principle of 'no decision about me without me'.

Our framework sets out what all of us need to do together to maintain and improve the quality of care that people experience in seven steps: -

⁷ Department of Health and Social Care, (2019), Adult Social Care - Quality Matters



1	Setting clear direction and priorities based on evidence including the views of people using services, their families, carers and staff
2	Bringing clarity to quality , setting standards for what high-quality care looks like across all health and care settings
3	Measuring and publishing quality , harnessing information to improve the quality of care through performance and quality reporting systems
4	Recognising and rewarding quality by celebrating and sharing good and outstanding care
5	Maintaining and safeguarding quality by working together to sustain good quality care, reduce risk and protect people from harm
6	Building capability by improving leadership, management, professional and institutional culture, skills and behaviours to assure quality and sustain improvement
7	Staying ahead , by developing research, innovation and planning to provide progressive, high-quality care

Our priorities to improve quality, set out in our three-year action plan, are: -

- We will actively listen and learn from people who use services to ensure quality
- We will measure, collate and use data more effectively – demonstrating outcomes
- We will recognise and reward quality
- We will ensure the safety of individuals through effective systems, processes and training
- We will build the capability and knowledge of our teams to improve the quality of support
- We aim to stay ahead by having a commitment to best practice.

Strategic Aim 4: Effective, efficient and financial sustainability

We want to grow by delivering quality services and by being efficient

We will ensure a strong, stable and viable company that delivers value for money to our shareholder, commissioners and the local community.

We have ensured that the Company has reserves to deal with the current financial pressures and through our efficiency, stability and growth programme over the next three years, we will bring the Company back into a surplus.

There has been significant work over the last year determining a unit cost model for all our services which enables us to measure more effectively the impact of utilisation changes and we will set a pricing structure for these services over the next year.

Agreeing on a service level agreement with Sefton Council for the next three years will be critical to success so that the Company (and Local Authority) can set a medium-term financial plan which benefits New Directions and the shareholder.

We have started the path with our digital strategy, investing in our digital infrastructure, and over the course of this strategy will be investing significantly in technology that improves outcomes for individuals, create efficiencies, improves our ability to measure performance and support our great team of staff to deliver quality care and support.

We will continue to stabilise our existing contractual arrangements, ensuring that our services are as competitive as possible whilst improving our reputation for excellent person-centred quality care and support. This will create a stronger foundation for future growth opportunities which we will identify over the next three years to ensure financial sustainability.



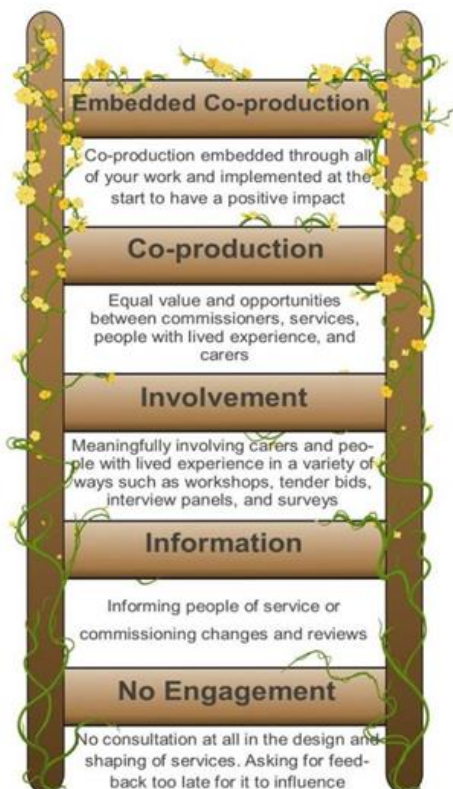
Strategic Aim 5: Ensuring Effective Engagement and Participation

We want our customers, their families and our employees to feel engaged and involved

85% INCREASE IN THE NUMBER OF PEOPLE WHO WE REACH VIA OUR FACEBOOK PAGE

A key principle to delivering our strategic aspirations is effective engagement and maximising opportunities for co-production with individuals we support and their carers.

These principles are embedded within the actions of other objectives; however, we strongly believe that these are fundamental to the delivery of high-quality care and support. Feedback from people we support, staff teams and partners have told us this is important to them.



One of the company values is ‘together as one’. It is essential that our New Directions ‘family’ plan and deliver support together.

Over the next three years, there will be more focus and opportunities for individuals to be involved in designing the environments around them. For example, the development of this strategy has taken account of what matters most to the people we support, their carers, staff and key partners such as commissioners. Our aspiration is to spend more time at the top of the ladder of co-production over the next three years.

The Ladder of co-production

Strategic Aim 6: Ensuring Good Governance

We will have strong governance and measure our progress

Over the last year, a significant amount of work has taken place as part of our continuous improvement of New Directions governance arrangements. This includes recruiting two new non-executive directors, agreeing on a strategic framework, reviewing the articles of association and scheme of delegation and implementing a board assurance framework.

Ensuring good governance enables New Directions to build a sustainable, better future for all of us. Board Directors are focused on acting in the best interests of the Company, and more specifically improving performance, supporting the organisation to become more stable & productive and unlocking new opportunities.

By ensuring that we continue to have good governance, we aim to reduce risks, enable faster and safer growth, have assured internal controls, better strategic planning and improve our reputation and trust. This is critical to retain and attract new business and provide assurance to our one shareholder – Sefton Metropolitan Borough Council.

Over the next three years, the board will continue to work with the shareholder and the executive team to ensure robust governance of the organisation.



Section 22 – Action plans

1. STRATEGIC AIM: Provider of Choice				
Objective	Outcomes	Short term (1 year) 2022/23	Continuing to evolve (Medium-term (2-3 years) 2023-25)	Measured by: -
Stabilisation of the block contract with agreed processes for uplifts	Consolidated Service level agreement with an agreed financial envelope	<ul style="list-style-type: none"> In partnership with commissioners, we will develop outcome-based service specifications across the range of services Review and implement performance indicator suite Demonstrate impact with improved outcome/performance data 	<ul style="list-style-type: none"> Working collaboratively with commissioners planning new and redesigning existing services – such as mental health services for adolescence and emergency placements for adolescence We become the recognised as the local provider of choice for the services we provide 	<i>SLA in place</i>
To be instrumental in the delivery of Intermediate Care/Reablement strategy	People are in the right place and receive the right support that maximises independence through our intermediate care offer	<ul style="list-style-type: none"> Expand Reablement and Rapid Response by 600 hours across Sefton <u>Bed base</u> Explore redesign of bed base services into 100% enabling units; embedding the Trusted Assessor model Produce a capital investment proposal to expand bed-based units to increase capacity and produce additional outcomes 	<ul style="list-style-type: none"> Through quarterly monitoring of outcomes and efficiencies ensure readiness to expand if, and when the market requires In partnership with commissioners, proactively review KPI's to ensure service is responsive to market needs Demonstrate the financial value of outcomes Develop a proposal to increase enabling capacity beyond 56 beds 	<i>Intermediate care strategy metrics?</i> <i>ND KPI's S1, S2, S3, S4, S5, S6 (length of stay & discharge outcomes)</i>
To support proportionately more people with complex needs, behaviours that challenge, people with autism and dementia	People will be supported to reach their optimum independence through person-centred approaches	<u>Day Opportunities</u> <ul style="list-style-type: none"> In partnership with commissioners, redesign the adult day opportunities offer that reflects the outcomes of the commissioners 'Day opportunity review' Assess the future landscape for dementia service models 	<ul style="list-style-type: none"> Strengthening the offer by gaining autism accreditation, specialist training for staff teams, and investment to create environmental changes 	<i>Outcome framework TBC</i> <i>ND KPI's S26</i> <i>Reduction in out of borough placements</i>

1. STRATEGIC AIM: Provider of Choice

Objective	Outcomes	Short term (1 year) 2022/23	Continuing to evolve (Medium-term (2-3 years) 2023-25)	Measured by: -
		<ul style="list-style-type: none"> Redesign respite offer in partnership with commissioners to meet the needs of the most complex people Work in partnership with commissioners to invest in improving building-based respite provision maximising the use of assistive technology in the redesign. Produce options appraisal to consider the high-level business case on whether to expand into the extra care market 		
Expand into Mental Health services, with a specific focus on the recovery model and adolescent support to meet the local gap and commissioning need	Reduce the local need for specialist health services and improve individual outcomes, by being the leading community provider of mental health recovery model services	<ul style="list-style-type: none"> Finalise service specification and SLA for Woodlands Recovery Unit Assess outcomes against the Recovery-focused outcomes framework to demonstrate the effectiveness and positive impact in meeting the complex resettlement needs of at-risk adults Present an evidence-based proposal to commissioners that meets the current gap in adolescent short break/respite support services for people with Aspergers and associated mental health conditions 	<ul style="list-style-type: none"> Jointly agree with SMBC on the development of a North-based Recovery Unit Explore opportunities for investment 	<i>Recovery star</i> <i>ND KPI's S 26</i>
Create an innovative approach to support 16-19-year-olds through the shared lives model	Individuals aged 16-19 have local quality provision to meet their needs for short term emergency placements, and established presence in this marketplace	<ul style="list-style-type: none"> Produce a cost-effective proposal for commissioners that meets the current gap within adolescent provision for emergency short stay placements 	<ul style="list-style-type: none"> Review and explore other opportunities to support the commissioner to meet the needs of 16-19-year-olds 	<i>Outcomes Framework (once established)</i> <i>ND KPIs: S1, S2, S3, S4, S5, S26</i>

1. STRATEGIC AIM: Provider of Choice

Objective	Outcomes	Short term (1 year) 2022/23	Continuing to evolve (Medium-term (2-3 years) 2023-25)	Measured by: -
To create a supported employment programme	Increased proportion of adults with a learning disability in paid employment	<ul style="list-style-type: none"> • Create a new service offer for individuals commencing from point of referral through to gainful employment 		ASCOF 1E ND KPI's: S26

2. STRATEGIC AIM: Employer of Choice

Objectives	Outcomes	Short term actions (1 year) 2022/23	Continuing to evolve (Medium-term (2-3 years) 2023-25)	Measured by: -
Create a learning organisation that shapes its own future	For innovation to be the norm and to continually evolve services in line with best practice	<ul style="list-style-type: none"> • Develop a strategic Workforce Development Plan (WDP) focused on the following core themes: <ol style="list-style-type: none"> 1) Collaborative Learning Culture 2) Leadership & Performance Management 3) Operational Workforce Capabilities 4) Attract and Retain Talent 5) Regulatory Standards & Best Practice 6) Workforce Wellbeing • Introduce a project management approach to support the implementation of the WDP and to monitor the progress of all strategic objectives 	<ul style="list-style-type: none"> • Deliver actions for years 2-3 of the Workforce Development Plan • Review effectiveness of project management approach and if this has achieved the desired outcomes 	<i>Strategy in place and monitored</i>
Implement a collaborative Learning and Development (L&D) culture	A collaborative L&D culture embedded at all levels; innovation and professional development established as an operational norm	<ul style="list-style-type: none"> • Care Certificate integrated into induction & probationary processes for new operational staff • Establish 'Reflective Learning' as a core value, informing the company's ethos • Deliver L&D awareness-raising training programme for senior staff • Establish a Staff Learning & Development Forum • Develop partnerships with colleges & universities 	<ul style="list-style-type: none"> • Develop an L&D awareness-raising training programme for all staff • Develop a student work placement programme • Establish a collaborative role with colleges & universities in teaching & research outputs • Introduce an evaluation framework to monitor L&D activities • All company policies to include a protocol to capture 'lessons learned' 	<i>ND KPI's: S9, P15, P16,</i>

2. STRATEGIC AIM: Employer of Choice

Objectives	Outcomes	Short term actions (1 year) 2022/23	Continuing to evolve (Medium-term (2-3 years) 2023-25)	Measured by: -
Develop leaders & managers to promote effective performance management and enhance organisational, team and individual practice outcomes	Leaders and managers are highly skilled to support the workforce to deliver quality outcomes	<ul style="list-style-type: none"> Develop a staff development and performance management policy and procedure Create bespoke (service-specific) Staff Capabilities Frameworks Develop a Leadership Code of Conduct 	<ul style="list-style-type: none"> Introduce a leadership programme for existing and aspiring leaders Establish a comprehensive leadership induction framework 	<i>ND KPI's: P7, P13, P14</i>
Develop a highly capable and resilient operational workforce to ensure services are specialist providers in their field	Local people will have access to specialist services	<ul style="list-style-type: none"> Develop a Blended L&D Curriculum to enhance the professional capabilities of staff Review and improve the organisational Learning and Development (L&D) database, aligned with service-level L&D databases 	<ul style="list-style-type: none"> Introduce a Performance Mentoring Programme for Team Leaders. Introduce a Performance Coaching Programme. Reconfigure all services into specialist providers in their field 	<i>ND KPI's: P11, P12, P13, P14, P16</i>
Optimise ability to attract, retain, utilise and recognise talent	We will always be prepared to meet current and future market demands by having the right people, with the right skills and value-base.	<ul style="list-style-type: none"> Deliver a revised communications strategy Improve internal communication methods to promote staff retention Introduce a company induction programme Develop a recruitment outreach programme targeting student cohorts 	<ul style="list-style-type: none"> People we support involved in recruitment interviews Career pathways/ progression policy developed Succession planning policy developed Reward and recognition policy developed 	<i>ND KPI's: P8, P9, P10,</i>

2. STRATEGIC AIM: Employer of Choice

Objectives	Outcomes	Short term actions (1 year) 2022/23	Continuing to evolve (Medium-term (2-3 years) 2023-25)	Measured by: -
		<ul style="list-style-type: none"> Attract the right people through the development of a value-based recruitment strategy Increase the efficacy of recruitment process via the implementation of Applicant Tracking System (ATS) 		
Initiate a holistic wellbeing approach designed to enhance the resilience of the workforce	A Resilient and healthy workforce	<ul style="list-style-type: none"> Introduce a more proactive attendance management philosophy Develop a workforce wellbeing strategy Establish a workforce wellbeing forum Create a workforce wellbeing resource suite on Intranet 	<ul style="list-style-type: none"> Ensure robust attendance management processes are in place to enable early intervention to support people to return/ remain at work Establish a staff wellbeing champions initiative Introduce wellbeing action plans as part of the appraisal process 	<i>ND KPI's: P1, P2, P3, P4, P15</i>

3. STRATEGIC AIM: Improving Quality of Care

Objectives	Outcomes	Short term actions (1 year) 2022/23	Continuing to evolve (Medium-term (2-3 years) 2023-25)	Measured by
<p>We will actively listen and learn from people who use services to ensure quality</p>	<p>Through effective coproduction. We will see an innovative change in the design and delivery of our services</p>	<ul style="list-style-type: none"> • Establish a generic Quality Standards Framework for all services based upon CQC standards • Effectively engage with carers and people we support to identify what matters to them • We will formalise a quarterly 'lessons learnt' from compliments and complaints in the quality standards forum • All staff register with the Skills for Care (2013) code of conduct • Design and introduce a bespoke internal inspection regime aligned with CQC standards 	<ul style="list-style-type: none"> • Audit and check that the quality delivered meets the standards set in the framework • Using the information gained from what people said matters to them – demonstrate how service quality has improved. • Design and deliver a 'standards into practice' training programme • Improve our learning from successful strategies and sharing best practices. • Demonstrate more effectively how we act on feedback and improve quality • Implement a programme of quality checking informal visits by non-executive directors 	<p><i>CQC: well-led & responsive</i></p> <p><i>ND KPI's: P15, S9, C15, C16, C17, C18</i></p>

3. STRATEGIC AIM: Improving Quality of Care

Objectives	Outcomes	Short term actions (1 year) 2022/23	Continuing to evolve (Medium-term (2-3 years) 2023-25)	Measured by
<p>We will collate, measure and use data more effectively – demonstrating outcomes</p>	<p>Demonstrate value and the impact on individuals and the wider social care environment</p>	<ul style="list-style-type: none"> • Improve quality by strengthening the effective rolling programme of audits, using a co-produced approach with managers – providing quality assurance to the leadership team and the Board • Develop a learning programme to support people who use our services to become ‘experts by experience’ who will quality audit services • We will communicate the outcomes from our quality audits with people who use services, their carers and stakeholders • We will undertake an annual mock inspection of all services (including non-CQC registered services) • We will establish a Quality Standards Forum that will have oversight of quality across the company 	<ul style="list-style-type: none"> • Use data to calculate the social value that we contribute to our local community, the sector and society • A minimum of two services to be judged as outstanding by CQC • Be recognised by our regulators and commissioners as a well-governed, high-quality provider of adult social care 	<p><i>CQC: well-led, responsive & safe</i></p> <p><i>ND KPI's: P15, C2, C3, C4, C6, C7, C12, C19</i></p>
<p>We will ensure the safety of individuals through effective systems, processes and training</p>	<p>People tell us their services make them feel safe</p>	<ul style="list-style-type: none"> • Continue to conduct a systematic review of policies and procedures ensuring all regulatory standards and best practice • Through the quality standards forum we will review the quality and standards of training, policies and procedures 	<ul style="list-style-type: none"> • Demonstrate more effectively how we enable more choice and control to enable people to feel safe • Design and introduce a bespoke internal inspection regime aligned with CQC Standards 	<p><i>ACSOF 4B</i></p> <p><i>CQC: safe, well-led, responsive & effective</i></p> <p><i>ND KPI's: C12, C20, S15, S16</i></p>

3. STRATEGIC AIM: Improving Quality of Care

Objectives	Outcomes	Short term actions (1 year) 2022/23	Continuing to evolve (Medium-term (2-3 years) 2023-25)	Measured by
				<i>Board assurance framework</i>
We will build the capability and knowledge of our teams to improve the quality of support	Enhanced capability to generate quality service outcomes	<ul style="list-style-type: none"> We will review and implement a new staff induction process, which will be co-produced with employees. This will include an induction for new managers who receive internal promotions Create bespoke working together agreements for each service All staff register with the Skills for Care (2013) Code of Conduct 	<ul style="list-style-type: none"> Design and deliver a 'Standards into Practice' training programme All staff complete relevant service-specific training to contribute to the reconfiguration of services into specialist provision Once our learning and development (L&D) function is embedded internally a review will be conducted with Sefton Commissioners for a wider application of the L&D function to support the integration, best practice and enhanced quality service delivery across all SMBC adult services portfolios. 	<p><i>CQC: Safe, Caring, Effective</i></p> <p><i>ND KPI's: C2, P6, P7, P11, P13, P14, P15, P16</i></p>
We aim to stay ahead by having a commitment to best practice to improve	Values into practice robustly evidenced in operational service delivery in line with the regulatory standards and best practice	<ul style="list-style-type: none"> We will build on current good practice and will ensure each role in the organisation has a capability framework linked to the workforce development plan 	<ul style="list-style-type: none"> Staff will be involved in a new co-produced approach to policy development 	<p><i>CQC: well-led & effective</i></p> <p><i>ND KPI's: C12, P15</i></p>

4. STRATEGIC AIM: Effective Engagement and Participation

Objectives	Outcomes	Short term actions (1 year) 2022/23	Continuing to evolve (Medium-term (2-3 years) 2023-25)	Measured by: -
<p>We will engage with individuals to shape and develop future service delivery</p>	<p>Services have been redesigned through coproduction, and people tell us they are extremely satisfied or very satisfied with their care and support</p>	<ul style="list-style-type: none"> • Involve the people who use services and staff in the co-production of an Engagement Framework • Provide opportunities for people to be part of the development of services, strategies and policies by establishing service-based forums • Establish an Engagement Advisory Panel to review and quality check engagement activities throughout the Company • Co-produce annual satisfaction surveys to gather measurable qualitative and quantitative data • Create opportunities for community engagement to enhance existing relationships and build new partnerships with key organisations • Effectively engage with people who use services and families/ carers & commissioners to understand what provider of choice means to them and what 'good' looks like • Share outcomes from engagement with the Board of Directors, SMBC and NHS 	<ul style="list-style-type: none"> • Reflect and improve from the annual engagement events to shape the annual business planning cycle • As the forums reach maturity, they will include membership of the board and leadership team • Measure engagement activity, which also benchmarks against the Adult Social Care Framework (ASCOF) • Demonstrate how community presence has developed into positive community contribution • Measure and demonstrate improved outcomes for individuals over 3 years 	<p>ASCOF 3A</p> <p><i>CQC: well-led, responsive, effective</i></p> <p>ND KPI's: P15</p> <p><i>Engagement framework</i></p> <p><i>Advisory panel</i></p>

4. STRATEGIC AIM: Effective Engagement and Participation

Objectives	Outcomes	Short term actions (1 year) 2022/23	Continuing to evolve (Medium-term (2-3 years) 2023-25)	Measured by: -
<p>We will ensure individuals who use the service will be involved in decisions about their support</p>	<p>Co-production is embedded into all future decisions; and people tell us they feel they have control over their daily life</p>	<ul style="list-style-type: none"> • Develop a learning programme to build the skills and knowledge on co-production for people who use services and staff • Ensure all new information and communication is accessible and easy to understand • Provide accessible information and resources, bespoke to people's support needs 	<ul style="list-style-type: none"> • Establish a learning programme from engagement activities co-produced by the engagement advisory panel • Review progress on ensuring that all information and communication is accessible and easy to understand 	<p><i>ASCOF 1B</i></p> <p><i>CQC: well-led, responsive</i></p> <p><i>ND KPI's: P15,</i></p> <p><i>Engagement framework</i></p> <p><i>Advisory panel</i></p>
<p>Improve levels of staff engagement to maximise business performance</p>	<p>Fully engaged workforce, performing at the optimum level</p>	<ul style="list-style-type: none"> • Develop an employee engagement plan to enable staff to be involved in the co-design of our Workforce Development Plan, Individual Service Plans and Company Business Plans • Carry out an employee satisfaction survey to establish the benchmark • Analyse employee satisfaction survey results and provide 	<ul style="list-style-type: none"> • Deliver action plan in response to the employee satisfaction survey • Develop an annual satisfaction survey, in line with other engagement exercises in services to ensure necessary alignment 	<p><i>CQC: well-led</i></p> <p><i>ND KPI's: P8, P9, P15,</i></p>

5. STRATEGIC AIM: Effective, Efficient and Financial Sustainability

Objectives	Outcomes	Short term actions (1 year) 2022/23	Continuing to evolve (Medium-term (2-3 years) 2023-25)	Measured by: -
To maximise effectiveness	Strategic goals and results have been delivered and achieved to provide assurance through robust evidence to the shareholder and commissioner(s) on the ability to deliver efficient, effective and high-quality services	<ul style="list-style-type: none"> • Ensure performance systems are in place that monitors effectiveness • Develop high-level performance management indicators for the board • Develop a digital strategy to support the effective and efficient operation of the business • Create an investment plan in line with 'the offer' and service expansion and redesign 	<ul style="list-style-type: none"> • Analyse the market and develop business models to enhance our 'offer' to people in receipt of a direct payment, self-funders and/or personal health budget • Maximise opportunities presented by new commissioning arrangements across the City Region • Identify best practices and learn from other company's successes and failures 	ND KPI's: F7, F9, F10, F11,
To ensure that the company is efficient in its practices and processes	Systems, processes, and resources have been optimised	<ul style="list-style-type: none"> • Conduct decarbonisation audits of three facilities • Deliver the IT strategy • Create performance systems to measure, monitor and improve efficiency • Identify £0.300m savings in central costs and deliver over 2 years 	<ul style="list-style-type: none"> • Assess status of key business areas and ensure that they are well positioned for future growth and development 	ND KPI's: F3, F5, F7, F10,

5. STRATEGIC AIM: Effective, Efficient and Financial Sustainability

Objectives	Outcomes	Short term actions (1 year) 2022/23	Continuing to evolve (Medium-term (2-3 years) 2023-25)	Measured by: -
		<ul style="list-style-type: none"> Identify targets for efficiencies and monitor compliance demonstrating continuous improvement 		
<p>Ensure Financial Sustainability through</p> <ul style="list-style-type: none"> a) Strategic and financial planning, b) Income diversification, c) Sound administration and finance, and d) Own income generation 	<p>A financial surplus each year</p>	<ul style="list-style-type: none"> Ensure financial stability in existing contracts Conduct a competitor analysis of local competitors in key markets. Identify & secure areas of new business growth (SMBC) Minimise the risk associated with the pension liability Implement a financial investment strategy with financial targets 	<ul style="list-style-type: none"> Achieve our strategic objective to be profitable (positive net operating profit) by the end of the financial year 2022/2023 Deliver identified efficiencies (£tbc) to maximise financial sustainability and competitiveness Develop a framework to be 'tender ready' to successfully compete for new business Identify & secure new business growth (non-SMBC) Identify and capitalise on opportunities to diversify the business so it is less dependent on SMBC as primary source of funding (£tbc new revenue) 	<p><i>ND KPI's: F9, F10, F11, F12,</i></p>

5. STRATEGIC AIM: Effective, Efficient and Financial Sustainability

Objectives	Outcomes	Short term actions (1 year) 2022/23	Continuing to evolve (Medium-term (2-3 years) 2023-25)	Measured by: -
		<ul style="list-style-type: none"> • Produce a medium-term financial plan • Review and implement a new internal audit programme 		

6. STRATEGIC AIM: Good Governance

Objectives	Outcomes	Short term actions (1 year)	Continuing to evolve Medium-term (2-3 years)	Measured by: -
<p>Ensure the company meets its legal duties</p>	<p>The company has robust risk management and regulatory framework in place ensuring compliance with legal duties such as CQC regulations & health and safety</p>	<ul style="list-style-type: none"> • Create and implement a Board assurance framework 	<ul style="list-style-type: none"> • Review and improve the effectiveness of our risk management and mitigation framework 	<p><i>CQC: Well-led & safe</i></p> <p><i>Board assurance framework</i></p> <p><i>ND KPI's: C1, C2, C3, C4, C10, C11, C12, C13, C19,</i></p>
<p>Ensure a clear company' future direction</p>	<p>A robust strategy and business planning process and cycle, which has undergone consultation with key stakeholders</p>	<ul style="list-style-type: none"> • Create & review a three-year strategy • Produce and monitor the annual business plan linked to the three-year strategy • Ensure the effective engagement with stakeholders, carers and people who use our services about the future direction of the company and the care and support we provide • Develop a medium-term financial model from the strategy • Ensure effective quarterly business plan review 	<ul style="list-style-type: none"> • Develop a system to effectively monitor the effectiveness and delivery of the strategic plan, and if needed realign priorities. This will include an annual co-design with people who use services, carers, staff and commissioners. • Ensure that the workforce strategy is aligned to the strategic vision • Be innovative through learning from best practice, regionally, nationally and internationally to ensure the business model(s) is fit for the future 	<p><i>CQC: Well-led</i></p> <p><i>Board assurance framework</i></p> <p><i>ND KPI's: P15</i></p>

6. STRATEGIC AIM: Good Governance

Objectives	Outcomes	Short term actions (1 year)	Continuing to evolve Medium-term (2-3 years)	Measured by: -
Ensure and measure good performance	Demonstrated improvements in quality, efficiency, and effectiveness	<ul style="list-style-type: none"> Agree operational performance indicator framework Ensure effective analysis of the engagement activity to improve quality 	<ul style="list-style-type: none"> Develop performance targets more focused on improving outcomes for individuals and their carers Improve our ability to demonstrate value (social, environmental and financial) 	<p><i>CQC: Well-led</i></p> <p><i>Board assurance framework</i></p> <p><i>ND KPI's: P15</i></p>
Ensure an effective board environment	There will be effective management of short-term objectives and the long-term impact of decisions, meeting the strategic direction	<ul style="list-style-type: none"> Conduct a skills analysis and annual appraisal of board directors Develop a board and director development plan Review board structure following completion of the strategy 	<ul style="list-style-type: none"> Review the effectiveness of the board performance to ensure the board remain focused on the future direction Review board performance annually against the strategic plan Audit annually Non-Executive Director's skills and experience to ensure fit for purpose to continue to deliver the future vision 	<p><i>CQC: Well-led</i></p> <p><i>Board assurance framework</i></p> <p><i>ND KPI's: P6, P7</i></p>
Ensure that the company operates consistently in line with its values	Decision making and culture are consistent with our values and beliefs	<ul style="list-style-type: none"> Develop an engagement framework that will ensure positive engagement with people who use our services and their families As part of the workforce development plan, ensure an emphasis on 'learning culture' 	<ul style="list-style-type: none"> Develop an assessment of performance against values (such as value-based recruitment and decision making) Embed the learning culture by ensuring every role has a capability framework bespoke to each service 	<p><i>CQC: Well-led</i></p> <p><i>Board assurance framework</i></p> <p><i>ND KPI's: P15</i></p>

23. How we will recognise our success

23.1 We will know if we have succeeded in the delivery of the business plan by measuring key performance indicators. This is a critical part of good governance and provides assurance to our shareholder and our commissioners.

Contribution to wider outcomes

23.2 The strategy has considered how we contribute to Sefton's Health and wellbeing strategy and key adult social care measures, such as the Adult Social Care Outcomes Framework (ASCOF).

Board Assurance Framework

23.3 As part of good governance, the company has a board assurance framework, whereby the board, and the Shareholder Representative, will have regular oversight of key areas of the business.

Business Performance Framework

23.4 There is also a suite of key performance indicators that currently (and will in the future) measure essential areas of the business to ensure we are on track and able to respond to market conditions accordingly. Some of these performance measures are also provided to commissioners as part of the contract management.

23.5 During February and March 2022, we held engagement sessions across the company. 178 people from across 12 services participated and responded to our survey. We asked individuals and their carers similar questions to the ASCOF framework, so we can measure how we contribute to the quality of life for Sefton residents.

100%

of 178 individuals stated they feel safe and happy with their service – compared to 84.6% of individuals in the northwest whose say their services help them feel safe and secure.

94.2%

of 178 individuals stated that they feel that they have opportunities to socialise and meet new people; compared to a Northwest average of 46.7% of people who say they have as much social contact as they would like

90%

of 178 individuals stated they feel they have choices? (What you eat, where you go, what you do...etc); compared to a northwest average of 78.7% of people who say they have control over their daily life

24. Ensuring Good Governance – Board Assurance Framework

24.1 As part of good governance, the company has a board assurance framework, whereby the board, and the Shareholder Representative, will have regular oversight of key areas of the business.

Board Assurance Framework					
Area	Area of assurance	Quarterly	Biannual	Annually	By exception
Strategic	Business plan update (priorities only)		✓		
	Risk log (finance sub-group monitor)	✓			
	Risk management framework			✓	
	Strategic Theme progress (by each NED)			✓	
	Board KPI's	✓			
	Chair and Board member annual appraisals			✓	
Financial	Internal controls / audit (audit assurance)			✓	
	Data protection & GDPR (audit & cyber e.)			✓	
	Financial sustainability (measured by KPI's)	✓			
	Annual Accounts sign off			✓	
Quality	Serious incidents/safeguarding	✓			
	Mandatory training			✓	
	Quality & compliance dashboard			✓	
	Health & safety key risks			✓	
	Review of policies			✓	
	Business continuity planning			✓	
	CQC inspection outcome & action plan				✓
Engagement	Positive service user and care experiences (measured by KPI's)			✓	
Operations	A systematic approach to board visits for Director assurance (2 visits per board director)		✓		
	Annual Appraisal Managing Director			✓	
People	DBS Checks			✓	

OF POLICIES WERE REVIEWED IN 2020/21 AS PART OF THE 3-YEAR CYCLE

66%

216

HEALTH AND SAFETY AUDITS WERE UNDERTAKEN IN 2020/21 ACROSS ALL SERVICES DEMONSTRATING 100% COMPLIANCE

25. Investment Intentions

Successful delivery of the strategic business will require investment. Below sets out the investment intentions to deliver the strategy.

Currently, they are classed as investment intentions and considerations because some items require an options appraisal and consultation with commissioners to ensure value for money is achieved.

Investment Intentions			
Objective	Outcome	Investment intentions and considerations	Revenue / Capital
To be instrumental in the delivery of Intermediate Care/Reablement strategy	People are in the right place and receive the right support that maximises independence through our intermediate care offer and reduces hospital admissions	<ul style="list-style-type: none"> • Reablement <ul style="list-style-type: none"> ○ Expansion of service throughout the Borough • James Dixon <ul style="list-style-type: none"> ○ Increase capacity 29 to beds • Chase Heys <ul style="list-style-type: none"> ○ Development of facility to full intermediate care or enabling unit. 	Revenue Capital Capital & Revenue
	Reduction in carbon footprint	<ul style="list-style-type: none"> • Supporting Sefton Councils' decarbonisation action plan; the council have commissioned an assessment of three facilities (Chase Heys, James Dixon Court and South Hub) and identified opportunities to reduce carbon emissions. The feasibility study reports have been produced for consideration. 	Capital
	Systems, processes, and resources have been optimised	<ul style="list-style-type: none"> • Deliver the IT strategy with investment in new care management software, opportunities to introduce more effective systems and a unified infrastructure to deliver our overall business strategy. 	Revenue & Capital
Create performance systems to measure, monitor and improve efficiency			
To support proportionately more people with complex needs, behaviours that challenge, people with autism and dementia	People will be supported to reach their optimum independence through person-centred approaches	<ul style="list-style-type: none"> • In partnership with commissioners, redesign the adult day opportunities offer that reflects the outcomes of the commissioners 'Day opportunity review' and identify environment improvements to support proportionately more individuals on the autistic spectrum and with complex needs. • Provide specialist training in SPELL (Structure, Positive, approaches and expectations, Empathy, Low arousal Links) and PBS (Positive Behaviour Support) • Fleet replacement 	Revenue Revenue Capital or Revenue

Investment Intentions			
Objective	Outcome	Investment intentions and considerations	Revenue / Capital
To create a supported employment programme	Increased proportion of adults with a learning disability in paid employment	<ul style="list-style-type: none"> Additional staff training to ensure staff have the required skills to effectively support people with a learning disability and mental health into paid employment. Potential environmental improvements at an existing facility. 	Revenue Capital
Expand into Mental Health services, with a specific focus on the recovery model and adolescent support to meet the local gap and commissioning need	Reduce the local need for specialist health services and improve individual outcomes, by being the leading community provider of mental health recovery model services	<ul style="list-style-type: none"> Finalise service specification and SLA for Woodlands Recovery Unit and work with commissioners to ensure a value for money quality service is delivered. Environmental improvements of the facility Identify options for an additional mental health recovery service in the North of the Borough. 	Revenue Capital Capital & Revenue
Develop a highly capable and resilient operational workforce to ensure services are specialist providers in their field	Local people will have access to specialist services	<ul style="list-style-type: none"> Provide additional investment in the learning, training and development of the workforce to deliver the workforce development plan and ensure individuals have the required skills to best support individuals in their specialist services. Create additional internal Learning and Development capacity to support with learning objectives and deliver bespoke training programme. 	Revenue Revenue

For some of the above objectives, additional capacity may be required to ensure we are able fully realise our ambitions, these include: -

- Project management capacity
- Utilising technology more effectively to ensure efficient service provision and improved access to data to make informed decisions

26. Business Key Performance Indicators (KPI's)

As part of the business planning, the Company has reviewed its key performance indicators. These will be used to measure essential areas of the business to ensure we are on track and able to respond to market conditions accordingly.

Operations



- Average length of stay (& numbers who exceed stay)
- Number of referrals
- The number of people supported into employment.
- Number of referrals rejected (and the reason for non-acceptance)
- Annual SU review completion% (monthly for JDC)
- Outcomes of individuals
- Reduction in care packages
- Number of people supported in the service
- Efficiency – Staff downtime
- Mum test - % of individuals who would recommend New Directions to a family or friend

Finance



- Occupancy (Average per month)
- Labour as % of income
- Operating profit %/NP%/GP%
- Budget variance in total
- Budget variance +/-10%
- JDC (Monthly surplus / loss)
- Dom Care (Monthly surplus / loss)

27. Business Key Performance Indicators

(continued)

People



- Sickness : total %
- Sickness: Number on review
- Number on level 1
- Number on level 2
- Staff Turnover
- Average time taken to recruit vacant posts (from offer to appointment)
- Staff Induction Completion %
- Staff Probation Completion %
- Staff Supervision completion % (every 6 weeks)
- Staff Appraisals completion %
- Staff satisfaction / engagement
- % staff qualified to level 2
- % staff qualified as Team Leader
- % staff qualified in care certificate
- People leaving within 12 months (retirement, voluntary, involuntary)
- Ability to recruit first time (%)
- Number of Grievances
- Number of Disciplinarys

Compliance



- Cumulative mandatory training % (including face to face)
- H&S audit: % completion
- H&S audit: % compliant
- No of accidents/incidents
- No of near misses
- CQC compliance
- No of safeguarding incidents (a) submitted by ND and b) against ND)
- No of serious injuries
- No of complaints
- No of compliments
- Mock CQC inspections completed in 12 months (x8)
- RIDDOR