



Business Plan 2010 – 2013

Jan 2010

'Supporting providers to raise the quality of care'

Care Focus Somerset is a not-for-profit company limited by guarantee.

The registered name, address and company number is:

**Care Focus Somerset
Suite 4
The Courtyard
Higher Comeytrowe Farm
Comeytrowe
Taunton
TA4 1EQ**

Company No **5664850**

Telephone: 01823 461876

Website: www.carefocussomerset.org

Email: enquiries@carefocussomerset.org

Equalities Statement

Care Focus Somerset is committed to ensuring that all individuals and groups are treated with respect and are valued equally. We value diversity and will ensure that no-one is disadvantaged in their contact with the company or by the way our services are provided.

- We will actively promote equality and will encourage the reporting of discriminatory incidents so that we can take action to support anyone experiencing discrimination on any grounds.
- We will make all our services and communications accessible to everyone, irrespective of geographical barriers, age, gender, disability, race, sexual orientation, faith or religious belief.
- We will actively include relevant people and groups in our public engagement and ensure that our staff are trained in equality matters.

Executive Summary

Care Focus Operation

Care Focus Somerset is a not-for-profit company that aims to raise standards in the care workforce. It does this by supporting the development of people who work in care at all levels and by promoting a positive public image of the care workforce. It also monitors and assesses care services across Somerset for improvement and progress, offers support towards improvement and distributes funding for learning and development.

The company operates by actively engaging with providers to promote excellence in care. It supports providers in improving their workforce by promoting the benefits of educated and skilled workers, contributing to workforce planning, and identifying and maximising funding opportunities to assist this development.

The market for Care Focus services is the health and social care sector (statutory, voluntary, independent and private) and potential customers are any of the health and social care workforce in Somerset. The company works in collaboration with many partners and so is not in direct competition, however, its work depends on external funding and diversion of this funding to other organisations might be seen as competition.

Active marketing is used to engage with the care sector through 1:1 visits, publicity, media coverage, events, awards, promotional material and providers meetings. In future it intends to develop the business by increasing engagement with both regulated and unregulated care and support providers and developing links with the Health sector.

Care Focus Somerset governance is through a Board of Directors, supported by a Strategic Partners Group and an Operational Group, with a team of four FTE employees. From April 2009, the company became fully independent from Somerset County Council and operates its own premises and staffing.

Funding

Care Focus Somerset is predominantly publicly funded via contracts held with Somerset County Council and Skills for Care.

To increase revenue and mitigate any potential risks, Care Focus aims to continue to identify and secure further streams of funding through the local authority, Skills for Care, NHS Somerset, the Children's Workforce Development Council, Learning and Skills Council, Regional Development Agency, European Social Fund, DfES, and Connexions. Data-bases on funding streams are maintained to track progress.

A minimal income is generated through event sponsorship and meeting room hire.

Finance

Three year cash-flow forecasts are prepared to plan for the future and help ensure continuity of funding. As a not-for-profit company, the company has to account for carried-forward funding to ensure it is not taxed as profit. Reports for these project funds will show the expected date for implementation and allocations.

Performance

Care Focus Somerset monitors and measures its performance against outcomes, reports regularly to the Board on performance, and has carried out a business Risk Assessment.

An annual Delivery Plan is prepared which sets out details of the way in which the company intends to operate its business during the year. This and the Business Plan are updated each year from the agreements made at the Strategic Planning Day in preparation for the new financial year. This is held each year in November and allows the Board and Strategic Partners Group to actively contribute to the organisation's strategic planning process.

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Part 1: Overview of the Business

The Vision

To promote the quality of the social care by supporting employers in the development of their workforce.

The Mission

To advocate for and raise the profile of the social care workforce by encouraging investment and supporting workforce planning and development.

Principal Aims

Care Focus Somerset is a not-for-profit company limited by guarantee that aims to raise the quality of Social Care in Somerset by:

- Contributing to workforce planning.
- Developing a positive public image of the social care workforce.
- Promoting the benefits of an educated and skilled workforce to care providers.
- Identifying and maximising funding opportunities in the social care sector.

These aims are detailed in Part 5.

1.1 Background

The Industry Group for Care (IGC) was formed in 1992 to identify and respond to the needs of the care sector in Somerset. Within the framework of legislative changes, particular emphasis was placed upon the training needs of staff working within the sector, which resulted in the IGC becoming the portal for NVQ funding. The work of the IGC was augmented by providing support, advice and information to employers across the sector.

In January 2006 the Industry Group for Care formalised as a Not-for-Profit Company Limited by Guarantee and registered as 'Care Focus Somerset', Company No: 5664850. During 2008/09, the company moved to its own office premises, and became fully independent of Somerset County Council by becoming an employer in its own right from 1 April 2009.

Support to employers within Somerset has remained a primary function and has been enabled by successfully linking with key partners and stakeholders. These partnerships will continue to focus on the Social Care sector in Somerset, in accordance with legislation, regulation and both national and regional strategies.

1.2 Sector Profile

The social care workforce is defined as including local authority employees and those engaged in social care in the independent, private and voluntary sector. The workforce includes: managers; social workers; nurses employed by social care organisations; occupational therapists; care staff including domiciliary care; day care and residential care; personal care assistants and foster carers.

In England, the Government has created a national infrastructure to strengthen social care. National bodies which cover social care and service user groups across the public, independent and voluntary sectors include:

- The Care Quality Commission (CQC) which has replaced the Commission for Social Care Inspection (CSCI) as the body which monitors and reviews care services according to national standards set by the Government.
- OFSTED which monitors and reviews children's services.
- The General Social Care Council (GSCC) which approves social care training and regulates and registers the competence of the workforce.
- Skills for Care, an employer organisation charged with developing the competencies for jobs in the sector.
- The Children's Workforce Development Council (CWDC).
- The Social Care Institute for Excellence (SCIE) which is responsible for developing and disseminating good practice and knowledge.

National statistics show that one hundred and fifty thousand people are employed in the social care sector in the South West of England. It is estimated that 17,000 are employed in Somerset.

1.3 Description of Service

Care Focus Somerset runs its business through:

a) Employer Engagement

The Care Focus team actively engage with providers to promote excellence in care, supporting the development of the services offered by:

- Monitoring and assessing services across Somerset for improvement and progress, using the CQC Quality Rating.
- Identifying services that require improving using the CQC Quality Rating and offering support.
- Supporting providers in increasing their quality rating and status by identifying issues and offering / signposting appropriate solutions.
- Working in partnership to provide learning and development opportunities.
- Providing funding for training.
- Identifying and providing advice and support with learning and development networks.
- Providing opportunities for social care sector employees to meet and network with colleagues and peers.
- Providing up to date information to the sector on new initiatives in social care including: policy, regulation and legislative change.

Learning Exchange Networks (LENs) give providers the opportunity to share knowledge and good practice with their peers and colleagues. LENs for clinical staff working within care have also been established.

b) Distribution of Funding

Care Focus distributes funding for learning and development to Social Care providers across Somerset.

c) Completion of NMDS

Supporting the completion of National Minimum Data Set, which will inform future developments within the Social Care sector.

- d) Recruitment and Retention Strategy** including the Care Ambassadors project which aims to raise the profile of social care as a career.
- e) Care Awards** events and celebrations are held to recognise and reward the outstanding commitment shown by the social care workforce.
- f) Promotion and publicity**
Various publicity and promotional material is produced including brochures, outlining the Care Focus services and press releases for events and significant occasions. A Care Focus 'Review' newsletter is produced twice a year to keep providers informed of the work undertaken across the county as well as developments within the sector. The Care Focus website has been improved and is now up to date and easier to navigate. E – updates which provide information on learning and development opportunities are distributed on a monthly basis.

Part 2: Markets and Competitors

2.1 The Market

The market for Care Focus services is the whole social care sector; statutory; voluntary; independent and private sector; in Somerset. In April 2009, 87.5% of providers were actively engaged with Care Focus, a dramatic increase on the previous year. In 2008/09, the work of Care Focus expanded to encompass substantial work with SCC on quality improvement, along with additional funding. This was mainly prompted by the star rating system for providers and the commissioning strategy of SCC which required standards to be raised. It is anticipated this quality improvement work will continue, but at a slower rate than initially.

2.2 Target Customer base

Potential customers are any of the care and support providers / workforce in Somerset. In future, health workers may offer an opportunity for expansion and other development areas are pursued as presented.

2.3 Competitors

Care Focus works in collaboration with many partners and so is not in direct competition. However, its work depends on external funding and diversion of this funding to other organisations might be seen as competition. There is also the possibility that independent advisors may compete by providing a charged-for service rather than the free (at the point of delivery) service offered by Care Focus.

2.4 Marketing

Active marketing is used to engage with the PVI sector through 1:1 visits, publicity, media coverage, events, awards, promotional material and providers meetings. During 2008, a Board decision was made to concentrate on the Care Awards as the primary promotional event. It was also decided that running conferences was not an effective use of resources and that the company would not at present run these. The Company's website has been reviewed and is being extended to provide new areas of information and support.

Part 3: Promotion and Communication

3.1 Promotion and Communication Strategy

Care Focus Somerset will:

- Promote open and honest two-way communications.
- Ensure that all communications - spoken, written and electronic- are clear, easily understood, timely and up to date.
- Publish material that is readily identifiable as originating from Care Focus Somerset.
- Ensure that we facilitate effective two-way communication and feedback with the following:
 - a) Employers from all areas of the social care sector, incorporating:
 - Statutory sector
 - Voluntary, Independent and Private sector
 - b) Government bodies:
 - Care Quality Commission
 - Department of Health
 - DfES
 - Learning and Skills Council
 - c) Other relevant organisations:
 - Skills for Care – South West
 - Children’s Workforce Development Council
 - Skills for Health
 - NHS Somerset
 - Business Link
 - d) Education Providers:
 - Schools
 - Colleges
 - Universities

Part 4: Organisational Governance

4.1 Board of Directors

Care Focus Somerset has a Board of Directors which acts in accordance with Companies House requirements. The Directors are responsible for the proper governance and strategic overview of the company.

Alan Hopper	Chairman Director	Independent
Pamela Smith	Vice Chair, Director and Company Secretary	Managing Director Way Ahead
Clare Steel	Director	SCC Head of Adult Primary Care
Vacancy	Director	
Claire Waddon	Chief Executive Officer Director	Care Focus Somerset

Nigel Skuse	Honorary Treasurer (non Director)	RBS
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4.2 Strategic Partners Group

The Strategic Partners Group is made up of the Directors, the Honorary Treasurer and the following members:

Satnam Singh	Learning and Skills Council
John Nash	Skills for Care
Mark Appleby	NHS Somerset
Andrew Larpent	Somerset Care Ltd
Sue Parker	Somerset College
Alyson Martin	RCPA
Lucy Watson	NHS Somerset

The Strategic Partners Group is responsible for setting the strategic direction of the following four key areas of the business:

- Workforce Intelligence
- Training
- Funding
- Image and Promotion

4.3 Operational Group

An Operational Group, with representatives from a wider range of organisations (see 4.4), is responsible for the detailed planning and activity in each area of work.

4.4 Partners

The following organisations are represented on Care Focus Board, Strategic Partners and Operational Group and influence the strategic direction and activities undertaken by the company.

Somerset County Council	Registered Care Providers Association
Skills for Care	Somerset Association of Children's Homes (SACH)
Learning and Skills Council	Way Ahead care Service Ltd
Somerset & Dorset CoVE	Step Ahead
Business Link	3Dimensions Care Ltd
Somerset NHS	Somerset Care Group
Care Quality Commission	Families Care Ltd
Somerset Skills and Learning	New Horizon Ltd
Age Concern	Hudson & Hughes
Acacia Training	Paragon Health Care Group
Somerset NVQ Consortium	Candlelight Home Care Services Ltd
Care Quality Commission	Families Care Children's Services
Somerset College	National Care Forum
Yeovil College	Mountbatten Nursing Home

A list of the provider partners who engage with Care Focus is found in **Appendix 1**.

4.5 HR

During 2008/09, the staffing of Care Focus was reviewed and a new structure agreed by the Board. This coincided with the major step of becoming independent from Somerset County Council and an employer in its own right.

The company has established and conducts its own HR Policies and procedures with the support of specialist Employment Lawyers and HR Consultants. All Policies and Procedures are reviewed annually.

The Remuneration and Terms of Service Committee (RToS) is charged with overseeing Company policies in these areas and making recommendations to the Board.

Company structure

Chief Executive Officer	Claire Waddon
Business Manager	Becky Sprangle
H & SC Projects Development Officer	Jonathon Guy
Administrative Assistants (1 x FTE))	Shirley Miller + Amy Williams

Part 5: Operations

5.1 Strategic Aims and Objectives

5.1.1 Contribute to workforce planning in Social Care in Somerset

- a. To research and build a better understanding of the social care workforce in Somerset.
- b. To analyse workforce intelligence to inform effective recruitment campaigning and retention strategies across the sector in Somerset.
- c. To use workforce intelligence to ensure that Care Focus resources are targeted effectively towards staff development.
- d. To support the sector in fulfilling statutory obligations regarding National Minimum Standards.
- e. To promote the importance of workforce intelligence and planning amongst the County's social care sector.
- f. To develop mechanisms to monitor and evaluate the progress of Care Focus in supporting the sector.

5.1.2 Develop a positive public image of the Social Care workforce in Somerset

- a. To maintain a modern and memorable Care Focus Somerset brand to represent social care in Somerset.
- b. To advocate for the social care sector locally, regionally and nationally.
- c. To develop and reinforce a positive public image of the social care workforce in Somerset, using a variety of media.
- d. To consult with stakeholders.
- e. To promote care as a credible and attractive career choice.
- f. To recognise, reward and publicise the contribution made by the care workforce in Somerset.

5.1.3 Promote the benefits of an educated and skilled workforce to care providers

- a. To assist in and advocate for raising the overall skill level of the social care workforce.
- b. To support care employers in understanding and meeting the statutory requirements regarding workforce development.
- c. To disseminate information regarding social care training across the sector.
- d. To explore and trial alternative and innovative approaches to social care training.
- e. To support care providers in producing and implementing workforce learning and development plans.

5.1.4 Identify and maximise funding opportunities in the Social Care sector

- a. To identify, maximise and co-ordinate funding for social care development in Somerset.
- b. To act as a focal point for care staff development funding opportunities
- c. To ensure appropriate allocation of funding in order to maximise the effectiveness of limited funds.
- d. To develop and implement mechanisms to monitor and evaluate the funding process.

5.1.5 Work with the PCT on plans to develop the Health workforce.

5.2 Location

The Company operates from its registered offices at:

Care Focus Somerset
Suite 4
The Courtyard
Higher Comeytrowe Farm
Comeytrowe
Taunton
TA4 1EQ

5.3 Financial and Management Information Systems

The accounts are managed internally by SAGE, financial accounting system and the business bank account is held with Royal Bank of Scotland. The Honorary Treasurer advises the Chief Executive Officer and the Board on financial matters. A financial scheme of delegation has also been approved by the Board. Formal accounts are prepared by Dixon Walsh Accountants and submitted to Companies House in accordance with company law. The company has registered for VAT from April 2009.

Information is managed by SAGE ACT, in accordance with the Data Protection Act 1998. Administration policies and procedures and facilities management are developed and implemented internally.

5.4 Information Technology

ICT systems were initially installed and serviced by Somerset County Council. Clover Consultancy Ltd is now used as ICT support.

Part 6: Finance and Forecasts

6.1 Current Funding

The key sources of Care Focus's funding are:

Somerset County Council

- Service Level Agreement
- Area Based Grant – to be disseminated across the social care sector, to fund training and development.

Skills for Care

- Training Strategy Implementation (TSI) Funding – if the Care Focus tender is successful, this funding supports employers in meeting the minimum standards for social care training, across the sector.
- National Minimum Data Set - Care Focus has successfully secured funding which supports the sector in the completion of the NMDS. Funding will be released, as milestones are met.
- Learning Resource Network (LRN) – to support new and on-going projects across Somerset
- Care Ambassadors
- Promotion

6.2 Future Funding

Care Focus aims to continue to identify and secure further streams of funding, through a variety of sources:

- Local Authority
- Skills for Care
- Children's Workforce Development Council
- Learning and Skills Council
- Regional Development Agency
- European Social Fund
- DfES
- Health

The Board receives regular reports on the funding position and supports the intention to identify new and innovative ways to raise revenue.

Cashflow Forecast

The three year cash-flow forecast is attached as **Appendix 2**.

6.3 Profit and Loss

As a not-for-profit company, the Care Focus accounting system has to ensure that carried forward funding is allocated to projects and not seen as a trading surplus subject to Corporation Tax. This is important as the receipt of funding from Skills for Care in particular crosses financial years. By allocating funding to projects with an anticipated implementation and completion date, the position should be made clearer. Corporation Tax will be paid on commercial activities.

6.4 Commercial Activity

Commercial activity may include:

- Sponsorship
- Meeting room hire

There are no current plans to commercially generate further revenue. Events like the Care Awards are funded through sponsorship and ticket sales with the aim of break –even.

Part 7: Performance Monitoring and Measurement

7.1 Monitoring

Care Focus Somerset will monitor its performance by:

- Producing information tables and reports to demonstrate progress against the outcomes and targets set within the Somerset County Council – Service Level agreement and the Skills for Care Contract.
- Attending approximately 3 Performance Review meetings with SCC per year.
- Completing and submitting Milestone reports in accordance with the Skills for Care contract.

Our Quality Management System supports our continuous improvement through the review, feedback and evaluation gathered during engagement with the various stakeholder groups.

7.2 Measurement

Care Focus Somerset will **measure** its performance against the outcomes and targets set within:

- the current Service Level Agreement held with Somerset County Council
- the contracts held with Skills for Care.

Part 8: Risk Management – reviewed Jan 2010

Risk	Possible results	Action to Mitigate
1. Changes in: - Government policy - political control - strategic direction - legislation	Change of business emphasis from changing government priorities. Recession reduces business market, causes cash-flow problems. Reduction or loss of income/funding.	Broaden business base. Research and awareness of changing and emerging policies/legislation. Robust financial systems.
2. Changes in policy of main funding bodies; closure of funding agencies	Loss/reduction in funding. Reduction in business, staff redundancy. Closure of business. Cash-flow problems from changes to income streams.	Business planning and marketing strategy. Seeking alternative sources of funding. Cash flow forecasting.
3. Change in SCC policy	Loss or reduction in funding. Withdrawal of support and services. Increase in expectations without corresponding funding.	Business planning. Service Level Agreement.
4. Poor governance	Insufficient or poor quality guidance from Board and other regulatory/advice groups. Failure to hold meetings as required. Insoluble differences in opinion or direction.	Independent chairmanship. Compliance with Companies House legislation and best practice.
5. Poor business practice	Missed milestones resulting in lost funding. Failure to attract new business. Poor quality services results in reduction in business.	Robust contracting and monitoring systems. Staff supervision/development plans. Staff learning and development. Robust financial and cash handling systems.

	Loss of funds through negligence, theft or fraud.	
6. Compliance failure	Breach of legislation on H&S, trade descriptions, consumer/data protection, Human Rights Act, employment regulations, equalities. Adverse legal action resulting from breach.	H&S policies HR policies Training and awareness raising. Monitoring. Adequate insurance.
7. Loss of business continuity	Loss of office working space through fire/flood/natural disaster. Loss of records/files/equipment from disaster or malicious acts. Loss of electronic data through technical failure, infection, human error, malicious acts. Security breaches/Data Protection Act breaches. Malicious acts. Loss of knowledge through staff loss.	Contingency planning. Adequate insurance. Fire precautions/alarms/electrical testing. Computer back-up and virus/security protection. HR policies and practice.