Are YOU staying ahead of the curve?
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Foreword

This concise guide has been designed to help the reader better understand the sector and the challenges we all face in developing and sustaining our businesses. It has been written by the people we have chosen to lead on a crucial strand of Norfolk Independent Care’s business support and development strategy, Jan Sheldon and Tracy Wharvell.

For those of you who are unfamiliar with our work, Norfolk Independent Care has been established for 15 years, following a key strategic decision by the various Heads of Norfolk’s care provider associations to join forces and in so doing create a single, cohesive organisation with a voice for change, to represent providers who would otherwise struggle to be heard. We now work closely with Norfolk County Council at the most senior level in order to address both strategic and operational issues of significance. Our work engages those within both Independent and Voluntary sectors and in recent years we have established a close working relationship with key NHS stakeholders across Norfolk.

Our Vision, Mission and Values are:

**Vision:** To be the Voice of the Independent Provider

**Mission:** By leading and establishing relationships built on trust, we will work with care providers and key stakeholders to enhance quality, develop sustainable services, share challenges and solutions

**Values:** Nurture, Inspire, Connect

We are often asked for support and information to help businesses review their processes and develop strategies, which will help them to be sustainable in the short, medium and longer term. We believe that this guide will provide much of the information so often requested by providers. We have ensured that the guide contains contextual information about Norfolk and some reminders about reviewing and developing business strategies to ensure social care businesses are able to meet the challenges of a complex and ever changing operating environment.

We are also aware that things change quickly in social care which is why we have included the list of useful resources and web sites at the back of the publication. We have also developed a range of templates to support business review, growth and sustainability; these can be found on our web site www.norfolkicare.com

It is important to remember that all social care businesses across Norfolk are members of Norfolk Independent Care and we are here to help you. If there is any information you need or a concern that you have please do get in touch.

Dennis Bacon
Chair – Norfolk Independent Care
Social Care in Norfolk

Norfolk is a great place for developing adult social care businesses, demographic trends suggest that the demand for services for adults will continue to grow, in some areas exponentially.

Norfolk has:

• the highest proportion of people aged 65-84 across the Eastern region and the second highest proportion of people over the age of 85. The overall population of Norfolk is expected to increase by 25% between 2008 and 2033, the numbers of people aged 65 – 74 is likely to increase by 54% and the numbers of older people aged over 75 are likely to increase by 97%.

• the highest number of people in the Eastern region with a learning disability. Numbers of people with a learning disability are likely to continue to increase and current data suggests an annual average increase of 3.6%.

• a relatively high number of people with mental health problems, between 1998 and 2007 the number of people with mental health and behavioural disorders doubled to an average of almost 12,000 per year.

Norfolk County Council has produced a Market Position Statement, which identifies trends and clearly states commissioning intentions.

Expectations about how care and support is delivered are changing. We know from Norfolk’s Older People’s Strategy ‘Living well, living longer’ Norfolk’s older people want:

• Good quality information, and a choice in the ways in which this is presented

• Flexible transportation options

• To be able to learn and keep active within their communities – and to avoid isolation and loneliness

“The overall population of Norfolk is expected to increase by 25% between 2008 and 2033”
• To stay at home when they develop care needs – and have a choice of good quality options for support if they can no longer manage everyday tasks
• Specialist support when they need it

At a time when demands for services are increasing and expectations changing, Norfolk County Council, like all other Local Authorities have suffered a reduction in Government funding. Norfolk County Council needs to save £152 million between 2014 and 2017. This is a significant challenge.

Norfolk, like every other area, also has new commissioners; these include:

• Clinical Commissioning Groups (CCGs)
• Self-Funders (currently at a national level 44.9% of people in residential care, 47.6% of people in nursing homes and 169,000 people receiving home care fund their own care).

Moreover, 56,000 (28%) of people in care homes pay ‘top-up’ fees

In order to continue operating in Norfolk, social care businesses need to:

• Understand national and local policy drivers
• Have a clear strategy for the future
• Work in partnership with commissioners
• Understand where their customers are likely to come from, what they would like and how they will be funded.

“demands for services are increasing and expectations changing”
Integrated Commissioning

In April 2011 a formal agreement was made between Norfolk County Council and the primary care trust, NHS Norfolk, to integrate the commissioning of community health and care services for adults.

Since June 2011 commissioning of community health and care services has been integrated. To ensure consistency across Norfolk an integrated approach for the Great Yarmouth area has also been developed with NHS Great Yarmouth and Waveney.

The aims of integrated commissioning are as follows:

- To provide a local and integrated approach to commissioning community health and care services in Norfolk
- To support the delivery of effective community health and care services to the people of Norfolk, addressing service user and patient priorities identified through local engagement
- To maximise the opportunity for effectiveness and efficiency created by taking an integrated approach across health and social care services
- To provide a locally based approach to commissioning, which engages with local people and local professionals
- To support the objectives of the County Council Strategic Plan
- To support the objectives of ‘Bold and Ambitious’ - the NHS Norfolk strategic plan

In order to deliver integrated commissioning effectively Norfolk has been divided into five locality areas. Regular locality meetings are held; this is an excellent opportunity for care providers to access up to date information about commissioning plans. It is also an opportunity to express concerns and share challenges within an integrated commissioning environment.
Reviewing Vision, Mission and Values

A clear vision

All organisations - and those working within them - need to have a clear understanding of the vision, mission and values of the organisation. Without a collective understanding of what the organisation is seeking to achieve there is likely to be a degree of ‘drift’ and a lack of focus. There is also an increased risk of adopting a reactive approach to issues. This detracts from what organisations – and those working within them - are seeking to achieve.

People who work in social care may think that this isn’t necessary; everyone should be clear that they are there to provide care and support. However, every successful business needs to have a plan and must be clear about what they want to achieve and how they will position themselves in the market place.

Your organisation may have a clear vision, but take a few moments to consider what it represents. Make sure it is clear and relevant. The following questions may help:

• Does your vision clearly state where the organisation will be in the future?
• Does it articulate what kind of organisation it is and what it does?
• Is it clear and concise?
• If you ask everyone in the organisation about the vision could they tell you what it is?

In summary, a Vision Statement should represent a clear view of the future, of what the organisation needs to attain in order to safeguard and build a future. A clear vision ensures that everyone is pulling together and in the same direction with a common goal. A vision of the future enables a step change in organisational ambitions, which not only strengthens the organisation in the short term, it helps to ‘future proof’ the organisation in the longer term.

“Your organisation may have a clear vision, but take a few moments to make sure it is still relevant”
The Mission Statement

The vision of the organisation indicates a desirable future; the Mission Statement indicates the elements and principles that guide strategic choice and implementation. A mission needs to be short, simple, to capture everyone’s attention and interest, be operational and create a momentum.

A Mission Statement represents the hierarchy of thoughtfully considered and articulated elements, which translate vision into operational and then tactical plans. The Mission Statement should be viewed as the essential, focal point of strategic development.

A Mission Statement can be linked to issues such as:

- The organisation’s philosophy, beliefs, pledges to staff, customers and other stakeholders
- The values that underpin the organisation’s activities
- The business that the organisation is in today, and therefore the markets and customers it has
- The organisation’s purpose – why it exists, the needs it addresses

Values

The values of the organisation will shape the culture within the organisation. These values should be embraced by everyone and so they need to be relevant to each and every person in their work. Most organisations have values such as honesty and transparency but working in social care requires other key values, particularly around compassion and kindness.

As with the Vision and the Mission, everyone working in a social care business should know what the values of the organisation are and be able to explain them effectively.

Could you say with confidence that everyone working in your organisation knows what the vision, mission and values of the organisation are? If not how will you redress this?
Understanding the operating environment

Having a clear Vision, Mission and Values will ensure that everyone knows what the organisation is seeking to achieve. It is equally important to have a strategy about how the organisation will achieve it.

However, before setting out a strategic plan, every organisation needs to know and understand the operating environment. By this we mean the things (both internal and external) which will have an impact on how the business operates.

There are two well used, simple tools which can help to analyse both the internal and external operating environment:

- **SWOT**
- **PESTLE**

The SWOT analysis is used as a tool to understand the strengths, weaknesses, opportunities and threats of/to the organisation.

The PESTLE analysis is used as a tool to explore the external business environment. This is quite a comprehensive tool which encourages the user to understand the political, economic, social, technological, legal and environmental aspects of the external operating environment.

Both analytical tools should be used together to ensure that there is a clear understanding of the social care operating environment and the impact this will have on the business in the short, medium and longer term. The analysis should also be reviewed on a regular basis; things change quickly, especially in social care. Any business which does not have a clear and current understanding of the operating environment will not develop an effective, ‘future-proof’ strategy.

“the PESTLE and the SWOT should be used together to ensure that there is a clear understanding of the social care operating environment… ”
Developing Strategies

A strategy is simply a plan of how an organisation will deliver their vision. There are a plethora of management text books which outline and debate strategy.

However, there are three main types of strategy:

- **Growth strategies**: market penetration, product development, market development, diversification
- **Profit improvement strategies**: cost reduction, improve income, acquisition/merger/alliance
- **Turnaround strategies**: right sizing, business process re-engineering

Two of the most well used tools to develop strategies are:

- Porters Generic Strategies
- Ansoff Growth Matrix

Porters Generic Strategies focuses on three key areas:

- Cost leadership (lowest cost producer)
- Differentiation (provider of unique/superior services)
- Focus (narrow market segment and focus on cost leadership or differentiation)

In social care it is more likely that businesses will focus upon differentiation and possibly a narrow market segment. For example a social care business may have a unique selling point (USP)/differentiation related to length of visits in home care or activities, or they may have a focus on dementia care or care for young people with learning disabilities.

Having an understanding of which of the generic strategies a social care business is using will have an impact upon prices charged and the direction of the business.

Ansoff’s Growth Matrix will help businesses in social care understand where and how to develop their businesses. A social care business seeking to sell the same services to the same clients will be developing a market penetration strategy, whilst a business seeking to offer different services (maybe a residential care provider looking to develop into homecare) will be diversifying.
Making it happen

Having a clearly defined Vision, Mission and Values (and developing a strategy around these) is crucial however, you must then make it happen. The best way of doing this is by having a clear business plan. Business plans aren’t just for new businesses, they should be a working document for each and every business.

When you write a business plan you need to be clear about who the audience is and what they expect to see in the business plan. Writing a business plan to secure additional funds will require more financial information than developing a business plan for day to day reference.

Business plans should be simple documents, often they evolve and develop; this shows they are being used and not gathering dust on a shelf.

“Business plans aren’t just for new businesses, they should be a working document for each and every business.”
Sometimes business plans are annual documents, sometimes they are three or five year documents. If they are the latter, objectives should be shown as measurable annual targets.

Generally it is helpful if business plans contain the following sections:

- Vision
- Mission
- Values
- Background Information
- Key Personnel
- Market Analysis
- Objectives
- Marketing
- Risk and Risk Mitigation
- Financial information

Useful templates

You will find a number of useful business planning templates on the Norfolk Independent Care web site www.norfolkindependentcare.com

If there are templates that you would like but they are not on the web site please let Norfolk Independent Care know.

Norfolk Independent Care is here to support care providers - let us know what you need
Helpful references and websites

National

Strategy documents:
Ourhealthourcareoursay/index.htm
www.dh.gov.uk/en/Publicationsandstatistics/Publications/
PublicationsPolicyAndGuidance/DH_081118
www.dh.gov.uk/en/Publichealth/Healthyliveshealthypeople/index.htm
www.cqc.org.uk/_.../Summary_of_regulations_outcomes_and_judgement_
framework_FINAL_081209.pdf
www.lgiu.org.uk/
www.thinklocalactpersonal.org.uk/
Statistical information
fingertips.erpho.org.uk/adultsocialcare
www.poppi.org.uk/index.php
www.pansi.org.uk
General Information
www.openpublicservices.cabinetoffice.gov.uk/
www.nice.org.uk/
www.kingsfund.org.uk/
www.gov.uk/
www.hse.gov.uk/
www.scie.org.uk/
www.dementiapledge.co.uk/
www.nsasocialcare.co.uk/

Business Development information
www.i-l-m.com/
www.iod.com/
www.cipd.co.uk/

Local

Strategy documents:
www.norfolk.gov.uk/view/ncc095960
www.norfolk.gov.uk/view/NCC117605

Statistical information
www.norfolkinsight.org.uk/jsna
www.norfolkinsight.org.uk/profiles/profile?profileId=25

Business Support
www.norfolkindependentcare.com

General information
www.norfolkandsuffolkcaresupport.co.uk/
www.norfolk.gov.uk/Adult_care/About_adult_care/Community_Services_Provider_Portal/index.htm
About the Authors

Jan Sheldon and Tracy Wharvell have worked within the Health and Social Care Sector at both operational and strategic levels, delivering social care to a range of clients, managing care homes and developing strategies for growth and diversification.

They have worked at local, regional and national levels developing policies and strategies for the Department of Health and Local Authorities and developing learning materials for the National Skills Academy – Social Care and the Social Care Institute for Excellence (SCIE).

Currently Jan and Tracy are working as part of the Norfolk Independent Care (NIC) Business Development Team supporting social care businesses in Norfolk to develop and sustain their businesses.

Jan and Tracy are Chartered Directors with the Institute of Directors.

If you would like a visit from Norfolk Independent Care please contact Norfolk Independent Care on: 01603 712250
Finally…

We hope you have found this guide helpful and informative; if you would like more information or you would like one of our team to visit you please do get in touch:

E mail: Enquiries@norfolkindependentcare.com
Telephone: Tel: (01603) 712250