



# Business Plan

2020-21

[vivocarechoices.co.uk](http://vivocarechoices.co.uk)



Your choice in quality care

# Welcome

Vivo Care Choices has grown and developed since we were established in 2013. We are a values-driven organisation that puts the people who use our services and their carers at the heart of what we do, with a focus on delivering high-quality and person-centred care at all times.

Our core values reaffirm this across all of our services.

- **We deliver care to suit each person and their individual needs at all times.**
- **We provide people with support so they always reach their full potential and happiness.**
- **We make sure respect is shown at all times to every person we care for or work alongside.**
- **We allow and motivate our staff to deliver care and support in the most innovative and creative ways to each person and their individual needs.**

As an organisation and employer, we feel we have made significant progress over the last two years to improve the quality of our services. This Business Plan sets out the ambition and priorities for us to continue on our journey over the next 12 months.

The last two years, in particular, have been characterised by a renewed partnership with Cheshire West and Chester Council, leading to an increased understanding of the challenges facing both organisations.

Our future plan is ambitious, but it is based on a shared knowledge that, while efficiency and the effective use of resources are critical given the financial envelope available, it is vital that all services are safe and of the highest quality. Delivery of those services requires a trained and skilled workforce that feels valued and supported. When developing our five-year Corporate Strategy (2019-2024), the Board was conscious that we needed to take into account what we'd learned over the last few years, acknowledging that a great deal has been done to improve the leadership, governance, performance metrics and overall profile of the company.

Our six strategic goals, as set out in our Corporate Strategy, provide a framework for growth in the future. The priority is to make sure all services are of the highest quality and assured both by the Care Quality Commission (CQC) and Council. These services need to offer value for money so attention is being paid to efficient processes and procedures.

Vivo aspires to be an employer of choice, meaning we need to listen and communicate clearly with staff and make sure they have the training and skills to carry out their tasks. It is recognised there is much to do to build on the enhanced profile and reputation we have achieved in recent years, but the increased trust from carers and partners generally confirms we are making progress.

There are many ways we can take advantage of the developments in technology within in the sector. If we want to be competitive and enhance the lives of people who use our services through technology and artificial intelligence, this is crucial.

We have ambitious plans to modernise our offer for those using our services and their families through:

- enhanced use of assistive technology
- purpose-built accommodation
- modern, technology-based IT day services and activities available for young people joining via the Transition service.

Finally, we believe we can grow over the coming years and extend our services.

This needs to be done in a planned way with commissioners, alongside a confident, competent workforce.

No one underestimates the challenges facing all organisations in the care sector, but Vivo now has much firmer foundations through a new five-year contract with the Council, which will potentially be extended by a further five years. The Corporate Strategy 2019-24 sets out the overarching blueprint for our ambition, determination and energy to move forward in a way that everyone can be proud of. This Business Plan for 2020-21 highlights the specific actions and outcomes we will deliver against our Corporate Strategy over the next 12 months.

Like everyone else in society, the coronavirus (COVID-19) pandemic has brought many challenges and will continue to do so in the months ahead. Back in March 2020, we took the decision to close some of our services so we could make sure direct or indirect support was provided to all those who normally use our services. We've had to take a risk-based approach and the priority has rightly been supporting those who have no alternative care and support in place, with the aim for this to be delivered in their home environment wherever possible. We are fully aware the current pressures on our staff, people using our services and carers and families can't be maintained indefinitely and we need to slowly, safely and securely begin to reopen our services in a way that reflects the ongoing risks from COVID-19.

Even though COVID-19 has changed the way we work over the last couple of months, our Corporate Strategy and Business Plan will play an integral part in driving the organisation forward.



**Jacqui Harvey**  
Chair, Vivo Care Choices

## What we do

Vivo Care Choices provides a range of flexible and responsive support for people with learning disabilities and autism and older people, including those with dementia. We are wholly owned by Cheshire West and Chester Council and have been operating since 2013.

- We currently employ 499 staff.
- We have 750 people who use our services.
- We deliver services from 46 buildings and homes across west Cheshire, amounting to 50,000 hours of care in a typical month.
- We have more than 120 volunteers supporting our services.
- Our annual gross expenditure is more than £14 million.

We deliver services from a number of our own buildings, within the local community and in people's homes. You can read more about all of the services in our Service Directory, which is available both online and in hard copy. Although the majority of our services are based in the Cheshire West and Chester borough, we also deliver care and support to individuals outside the area.

## Governance

Vivo is governed by a Board of Directors. The Chair of the Board and non-executive directors have a wealth of experience and knowledge within the sector. The Board of Directors is supported by two sub committees: Quality Assurance Sub Committee and Finance and Risk Sub Committee. Each sub committee is chaired by a non-executive director.

## Leadership

Our Leadership team, which includes a Managing Director, Director of Operations and Director of Corporate Services, is responsible for the day-to-day strategic and operational management of the company, delivering our ambitious quality improvement and business transformation programme. The Leadership team is supported by service managers and resources managers for the Business Support team, Finance and Procurement team, Facilities Management team and ICT/Business Intelligence team.

## Accreditation and standards

- We are an accredited Disability Confident Employer.
- Our regulated services are inspected by the Care Quality Commission (CQC) and National Autistic Society.
- Both our regulated and non-regulated services are subject to audits by Cheshire West and Chester Council.
- Our financial accounts are subject to statutory annual audits and approval by locally-based accountants.
- We have long-standing, good working relationships with the local trade unions, including Unison and GMB, and an ongoing commitment to the Cheshire West and Chester Local Living Wage and Unison's Ethical Care Charter.
- We have our own internal Quality Assurance Framework and carry out unannounced spot checks and audits of our services.
- We have a Risk Management Framework and Corporate Risk Register, which is monitored regularly.



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### Chairperson

Jacqui Harvey

### Council stakeholders

Delyth Curtis  
Deputy Chief Executive – People

Cllr Val Armstrong  
Cabinet Member for Adult Social Care and Public Health

Alistair Jeffs  
Managing Director

### Non-executive directors

Janice Fryer  
Director of Operations

Gary Hyde  
Director of Corporate Services

Steve Jennings

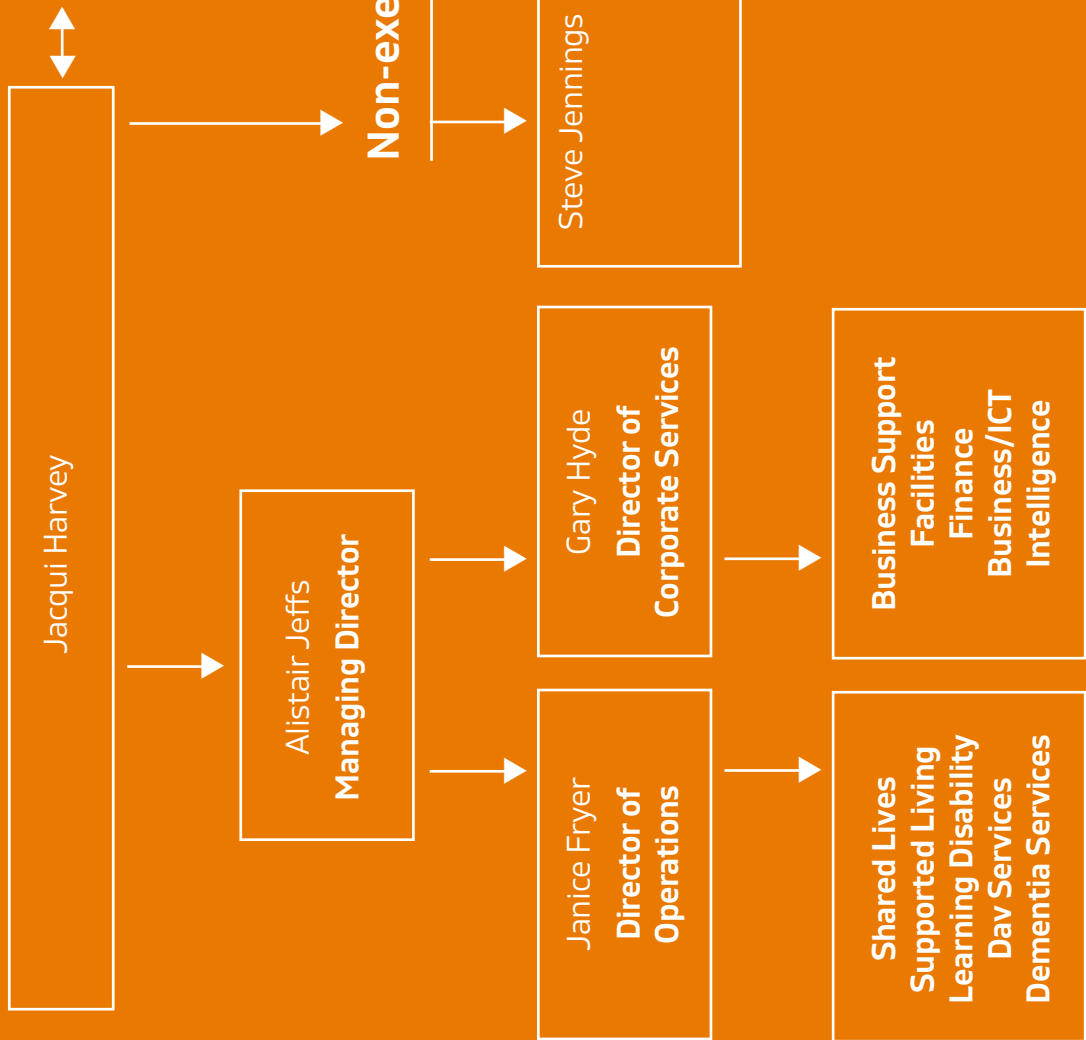
Jeff Banham  
Chair of Quality Assurance Sub Committee

Michael Whitehead  
Chair of Finance and Risk Sub Committee

Dorothy Evans  
Carer Representative

Shared Lives  
Supported Living  
Learning Disability  
Dav Services  
Dementia Services

Business Support  
Facilities  
Finance  
Business/ICT  
Intelligence



# Vision and values

## Our purpose

Provide high-quality care that suits each person, allowing them to engage with their communities and be as independent and safe as possible.

Act with honesty, integrity and respect whenever we deal with customers, staff, stakeholders, partners and others.

## Our vision

Be a leading provider within the adult social care sector and support people to achieve their aspirations so they enjoy fulfilled lives. This will be done through high-quality, specialist and innovative care offering people real choice and control, delivered by a highly-committed, skilled, passionate and caring workforce in partnership with others.

## Our values



**Caring** – deliver services to suit each person and their individual needs at all times.



**Aspire** – provide people with support so they always reach their full potential and happiness.



**Respect** – make sure this is shown at all times to every person we care for or work alongside.



**Enable** – motivate staff to deliver care and support in the most innovative and creative ways to each person and their individual needs.



# Strategic aims

- 1) **Good-quality services:** Make sure we consistently meet and exceed care quality requirements.
  - 2) **Value for money:** Make sure our business is efficient, effective and economical.
  - 3) **Employer of choice:** Offer a work culture and workplace environment that attracts and retains high-quality staff.
  - 4) **Company profile and reputation:** Increase our profile and enhance our reputation.
  - 5) **Digital innovation:** Develop innovative care practices using the technology available.
  - 6) **Business growth:** Increase our revenue and strengthen our position in the market.
- Those who use our services feel empowered to make decisions and choices about all aspects of their life, condition, care and services accessed.
  - Those who use our services feel they are treated with dignity and respect.
  - Those who use our services are satisfied with the services provided and believe their quality of life is enhanced.
  - Our workforce is fit for future purpose, motivated and supported to achieve its full potential.
  - Our services are of high quality, well led and meet the needs of all those who use them.
  - Our organisation is well managed and delivers value for money.

## Outcomes

By achieving our aims and objectives, we will make sure we achieve the following outcomes.

- The abilities of those who use our services are maximised.
- The health status and safety of those who use our services are optimised.
- Those who use our services and their carers feel involved in all aspects of their care planning.



## Key performance indicators for strategic aims

**Good-quality services:** Make sure we consistently meet and exceed care quality requirements.

Key performance indicator	Monitoring frequency	Outturn 2019-20	Target 2020-21
All sites and services subject to Care Quality Commission inspections to be rated at least 'good' overall	Quarterly	100%	100%
All non-regulated sites to be rated 'good' in Council quality assurance visits	Quarterly	*No visits carried out in this year	100%
Percentage of staff who have up-to-date mandatory and statutory training	Monthly	50%	100%
Percentage of people using services with completed person-centred needs and risk assessment – manager assurance statements about completion of care plans	Monthly	100%	100%
Percentage of people using services with care or support plans and risk assessments	Bi-Annually	New KPI for 2020-21	100%
Compliance with statutory maintenance servicing requirements	Monthly	100%	100%
Compliance with non-statutory maintenance servicing requirements	Monthly	100%	95%

### Key achievements in 2019-20

- All seven services regulated by the Care Quality Commission (CQC) were rated as 'good', highlighting our journey of improvement over the previous 12 to 18 months.
- A major refurbishment of Lightfoot Lodge was completed, with learning disability day services reintroduced in the building.
- The Respite service at Dover Drive celebrated its first year since being reopened and continued to receive praise for the quality of the service.
- Expanding services based on priorities for families and those using services, with extra training and vocational services available, such as the Green team.



**Value for money:** Make sure our business is efficient, effective and economical.

Key performance indicator	Monitoring frequency	Outturn 2019-20	Target 2020-21
Service utilisation – learning disability day centres (246 places)	Monthly	92%	100%
Number of learning disability care outcome reviews	Annually	New KPI for 2020-21	40
Service utilisation – older people day centres (58 places)	Monthly	96%	100%
Service utilisation – older people short-stay/respite/residential (Curzon House – based on 10 beds)	Monthly	85%	85%
Percentage of referrals accepted at point of initial referral	Monthly	New KPI for 2020-21	To be agreed
Turnaround of referrals not accepted	Monthly	New KPI for 2020-21	To be agreed
Service utilisation – learning disability respite (profound intellectual multiple disabilities – 20 Dover Drive)	Monthly	91%	85%
Service utilisation – learning disability respite (Dorin Court)	Monthly	64%	65%
Service utilisation – supported living (Northwich and Winsford)	Monthly	94%	91%
Service utilisation – supported living (Ellesmere Port)	Monthly	94%	91%
Shared Lives – number of carers	Monthly	63	63
Shared Lives – number of sessions	Monthly	7,049	7,000
Shared Lives – number of carers retained for transition placements or foster care	Annually	New KPI for 2020-21	2
Shared Lives – number of placement outcome reviews highlighting improved outcomes from service	Annually	New KPI for 2020-21	5

### Key achievements in 2019-20

- Achieved a financial surplus for the second year in a row.
- Secured investment in our buildings of more than £350,000.
- Launched a Community Fund worth £20,000 from our financial surplus to reinvest in local community and voluntary activities across west Cheshire.

**Employer of choice:** Offer a work culture and workplace environment that attracts and retains high-quality staff.

Key performance indicator	Monitoring frequency	Outturn 2019-20	Target 2020-21
Percentage of staff who have up-to-date training in line with mandatory and statutory initial and refresh training timelines	Monthly	50%	100%
Percentage of staff who have had a mid-year appraisal and end-year appraisal	Bi-Annually	New KPI for 2020-21	100%
Percentage of staff who completed the staff survey	Annually	25%	50%
Number of apprentices appointed to a permanent post	Quarterly	New KPI for 2020-21	4
Social value – number of placements at the Little Roodee Cafe	Monthly	New KPI for 2020-21	To be agreed
Number of volunteering hours (including Time Credits)	Annually	New KPI for 2020-21	To be agreed
Number of supported employment internships	Annually	New KPI for 2020-21	To be agreed
Carbon reduction target	Annually	New KPI for 2020-21	To be agreed

### Key achievements in 2019-20

- Launched an apprenticeship scheme for care and support staff.
  - Reviewed and strengthened current work force structures and job descriptions, including introducing deputy service managers, senior support workers,
- a Communication Officer and Quality Assurance Officer to increase capacity, supervision and the improved focus on care planning and quality improvements.
- Helped the borough's care leavers into employment.

**Company profile and reputation:** Increase our profile and enhance our reputation.

Key performance indicator	Monitoring frequency	Outturn 2019-20	Target 2020-21
Percentage of people using services who are satisfied with service	Annually	New KPI for 2020-21	To be agreed
Percentage of carers satisfied with service	Annually	82%	85%

**Key achievements in 2019-20**

- Communication and marketing improved significantly. Engagement on social media more than doubled, new communication channels were developed, Vivo regularly engaged with the media and a new web site was launched.
- Satisfaction with services increased once again.

**Digital innovation:** Develop innovative care practices using the technology available.

Key performance indicator	Monitoring frequency	Outturn 2019-20	Target 2020-21
Increase the number of staff with access to electronic communications (email)	Annually	84%	100%
Increase the access to, as well as the regular use of, the new iLearn training programme	Monthly	82%	95%
Launch of the new electronic recruitment and advertising programme, Jobsgopublic, as well as training and access to all recruiting managers	Annually	100%	100%
Roll out of the replacement PCs and laptops including the public-facing PCs for people using services. Make sure access for all staff	Annually	95%	100%
Roll out of the new electronic care planning system to all operational staff	Annually	New KPI for 2020-21	100%

**Key achievements in 2019-20**

- New iLearn platform developed with the Council for staff training and development.
  - New Jobsgopublic recruitment site launched, giving managers more control and flexibility around the recruitment process.
  - Upgraded and expanded IT facilities for all staff.
- Vivo has now secured a long-term contract with the Council, giving us greater security for the future. We are now reviewing our priorities for further growth and service expansion outside this core contract.
- We are also developing business cases to inform any investment decisions to deliver this expansion. More details will be announced during 2020-21.

# Finances

## 2019-20 financial position

Excluding accounting adjustments for pensions and notional rental charges, Vivo made an operating profit before tax of **£62,000 (0.4% of turnover)** in 2019-20, which is consistent with the **£84,000** surplus made the previous year. Turnover has grown by **nine per cent (£1,221,000)** and can be broken down as follows.

- The main block contract with the Council grew by **six per cent (£644,000)** for inflation.
- Contract variations (one-to-ones) rose by **30 per cent from £1,093,000 to £1,412,000**.
- Traded services income rose by **25 per cent from £991,000 to £1,239,000**. It is primarily made up of learning disability day places.

This growth in turnover has been resourced through an increase in staffing of **£928,000** and non-pay expenditure of **£330,000**, hence the fall in operating profit.

The overall position is close to the projected outturn profit of **£77,000**. The main variances relate to a higher turnover partly due to a **£45,000** reduction in bad debt provision and a **£50,000** accrual for a possible fine, both of which were not factored into the outturn projections.

## Budget for 2020-21

The Budget for 2020-21 projects a profit of £2,000. The pay budget is based on the agreed organisation structure, which closely mirrors the one used in the 2019-20 Budget, with adjustments to the full-time equivalent (FTE) to reflect the changes in business volumes, particularly in adult learning disability day services and supported living services in Northwich and Winsford. Both services have grown during 2019-20.

There are a number of challenges, including COVID-19. There has been a loss of income from self funders, an extra cost in personal protective equipment (PPE) and a reduction in the number of people taking annual leave so far in 2020-21. Actions are being taken to mitigate these risks and there will be opportunities to grow the business and generate contribution and profit to help offset these extra costs. The company is also securing the financial support available for businesses affected by COVID-19.

The company continues to manage its resources effectively during the current crisis. Staff continue to be paid in full and all services are operating, with staff from day and respite services being deployed into the 24-hours-a-day services, allowing the company to absorb the impact of sickness and self isolation. Any surplus staff are being utilised to help reduce the use of agency staff and overtime where possible or being seconded to the Council.

This document is also available in Audio, Braille, Large Print or other formats. If you would like a copy in a different format or in another language please contact us at: [communications@vivocarechoices.co.uk](mailto:communications@vivocarechoices.co.uk).