

COSGROVE

supporting independent lives

Strategy 2021-2024



Index Page

Introduction	4
Guiding Principles	5
Our Mission	5
Our Values	5
Strategic Pillars	5
Key Objectives for 2021 - 2024	6
Summary of the Year 20/21	7
Summary of the Critical Issues from the Pestle Analysis which will influence the Plan	8
Summary of the Critical Issues from the SWOT Analysis which will influence the Plan	10
Cosgrove Strategic Pillars 2021 - 2024	12
Cosgrove Care Business Plan	13
Strategic Pillar 1: Committed to Quality and Innovation	14
Strategic Pillar 1: (Continued...)	18
Strategic Pillar 1: (Continued 2...)	20
Strategic Pillar 2: Being the employer of choice when it comes to Human Rights at the heart of what we do	22
Strategic Pillar 3: Being Sustainable and Financially Healthy	26
Finance	30



Introduction

COVID-19 has fundamentally changed the social care sector forever. The pandemic hit at a time when the sector was already subject to a fast changing and challenging external environment - leading many care providers and commissioners of social care to consider options for change.

The announcement on 1 September 2020 by the First Minister that there would be an independent review of adult social care by Derek Feeley supported by an Advisory Panel of international experts further emphasised the need for change. The principal aim of the review was to recommend improvements to adult social care in Scotland. In terms of outcomes achieved by and with people who use services, their carers and families, and the experience of people who work in adult social care in Scotland. The review took a human rights based approach and was published on 3 February 2021. Cosgrove Care had put in place the building blocks for new strategy and focus which has been further influenced by our experience and response to the Global Pandemic.

We will focus on key elements of sustainability and innovation, creating a positive culture which has human rights at its heart and delivering positive solutions for high quality social care in the communities we work within into the future.

We will continue to drive:

- Efficiency and effectiveness that delivers sustainability.
- New models of support that enhance people's lives post COVID-19
- Diversification of income that allows us to focus on supporting and engaging communities locally

Guiding Principles

Our mission and values will continue to guide us as we look forward. Our values and mission underpin everything Cosgrove does and will continue to do so into the future.

We believe that vulnerable people deserve the opportunity to live the life they choose, and to thrive as equal citizens. Our focus will build on past success and ensure Cosgrove Care survives and thrives with a strong, sustainable strategy.

Our Mission

To support you to be you. We provide the right support at the right time to everyone who needs it. The support we provide is individual and person led.



Our Values

Respect: We are respectful of the people we support and each other. We put people first, we keep the people we support safe, we look after the people we support and our staff.

Integrity: We hold ourselves to high standards, the way in which we work is as important as the work we do.

Compassion: We care about the people we support and each other - we act with compassion.

Excellence: We pride ourselves in our reputation for delivering high quality services

Strategic Pillars

Cosgrove Care has identified three strategic pillars:

1. Committed to quality and innovation.
2. Being the employer of choice.
3. Sustainable and financially healthy.



Key Objectives for 2021-2024

1. We will continue to put people at the centre of all our activity and planning and help people to live the life they choose, always demonstrating evidence-based practice.
2. We will continually strive to do the best we can for the communities that we work and add value where it is possible to do so, bringing new funding into communities.
3. We demonstrate that we genuinely value social care as a profession and strive to be the employer of choice with a focus on the well-being of our staff and volunteers.
4. We will raise and use our charitable income to help people live life to the full as equal citizens and seek to always exceed standards.
5. We will campaign for positive change for people with learning disabilities and additional needs and use our voice to ensure equal rights and opportunities and that the voice of those we support features in how we plan and review activity across Cosgrove Care.

Summary of the Year 2020/21

Looking back over the past year, we have achieved both operational and financial success, despite operating in a highly challenging environment. We continued to deliver essential services throughout the COVID-19 pandemic, mobilised a major community response and sought to transform our services to allow vulnerable people and their families to receive support during this challenging time. In addition, we undertook People First- a restructure aimed at driving efficiency, resource to the front-line and securing our position as a key provider of services in west central Scotland.

As an organisation which is based on service delivery, our largest expenditure is staffing costs, which accounts for 97% of the total expenditure. Our focus has been on maximising efficiency of our workforce and ensuring their well-being and support throughout the past year. In addition, our focus has been to ensure high quality, safe and compliant support, and the transformation of aspects of our service delivery to online support and safe 1:1 support.

- ◇ Turnover of £4.3 million
- ◇ Creation of new space at Barrland Court to provide safe outreach support.
- ◇ Absence rates reduced to lowest level in 3 years.
- ◇ Income generation of £370k in new income.
- ◇ Creation of new hub space at YES for the delivery of outdoor outreach support.
- ◇ Launch of new Community Response with 4000 interactions
- ◇ 200 new volunteers recruited.
- ◇ New Head of Participation role been created and launch of participation forum.
- ◇ Closure of two retail outlets
- ◇ Provision of 2500 hours of care every week.
- ◇ Introduction of new robust systems of infection control
- ◇ New governance systems introduced to strengthen oversight of our work.
- ◇ Restructure of our organisation to reduce management overhead costs and drive resources to the front-line.
- ◇ New weekly dashboard reporting delivered to summarise activity.

Summary of the Critical Issues from the Pestle Analysis which will influence the Plan

Cosgrove Care must remain agile, flexible, and responsive to the changing macro and micro-environment which we are in. The arena of Health & Social Care is an emotive one in which financial pressures balance against the needs of the most vulnerable in society. The balance of need currently and in future is set to outweigh the financial resource. Difficult decisions and innovative solutions are required if we are to achieve alignment. The publication of the Independent Review of Adult Social Care will further impact our decision making and approach as we seek to find efficient and effective ways to deliver care.

We are likely to see an increased demand for social services coupled with an increase to thresholds for receiving care. The Independent Review of Adult Social Care from the start talks with a voice of realism about the challenges faced in social care. The central message of the review is that the time is now right for major change in the way we deliver social care in Scotland. The focus is on a paradigm shift from a deficit model to one which fosters capacity, enables investment, focuses on prevention, and promotes independence. Human Rights are front and central both to the delivery of care and support and the structures which enable support to happen. These principles have been reflected in our approach. So too has the role of volunteering and community engagement which was so successfully fostered during the pandemic and which is key to our approach into the future.

The independent review articulates how the increasing challenges that changes in demographics and financial pressures bring will see increased need for new ways of working, sharing best practice, increased scrutiny and managing expectations of the public in relation to future service provision.

Cosgrove Care is an established and well-known local charity. Our ability to work at so many levels within the communities that we serve is a strength which we must further build upon.

We see the importance of working closer with partners in the sector and within the Jewish organisations locally and nationally. Finding new ways to innovate, share resources and reduce costs is key to our approach.

Finding ways to ensure we engage with people we support and their families in designing and delivering our services is now vital. So too is the well-being of our staff and volunteers and people we support within communities.

Changes to demographics will impact on increasing service requirements in scope, range, and capacity. This will be impacted by a decreasing younger workforce making the recruitment market more competitive. There is, and will continue to be, a strong commitment and engagement with the wider public to establish Health & Social care as a career of choice, a profession and challenging the public perception of staff being poorly paid, poorly skilled, and poorly valued. We believe that the Pandemic has shifted opinions of social care and it is vital that we capitalise on this change in approach to support and sustain the workforce now and into the future.

Political	Economic	Social
<ul style="list-style-type: none"> ◇ Local elections May '21- could see change of administration. ◇ Post Brexit challenges ◇ Review recommendations ◇ Potential review of Integration Authorities Impact ◇ Scottish Strategy on Autism Impact ◇ 2nd Independence Referendum 	<ul style="list-style-type: none"> ◇ Austerity approach by Scottish Government impacting on local public funding. ◇ ERC HSCP, GCC HSCP and SLC HSCP strategic priorities which can overlap and compete. ◇ Post pandemic financial challenges ◇ Individual Budget Reviews ◇ Decrease in fundraising opportunities 	<ul style="list-style-type: none"> ◇ Changes to demographics leading to workforce reduction and service pressures/ dependencies. ◇ Increased customer expectations. ◇ Changes in public perceptions ◇ Changes to family dynamics including younger generations moving away. ◇ Culture Shift in approaches to care ◇ Requirement for post COVID-19 care- mental health provision and well-being support.
Technological	Legal	Environmental
<ul style="list-style-type: none"> ◇ Increased requirement for mobile working ◇ Overnight support alternatives ◇ Online service delivery ◇ Increased agile working and home working. ◇ Increased investment in tech ◇ Increase reliance on online retail. 	<ul style="list-style-type: none"> ◇ New Flexible Framework in place ◇ SDS agenda locally and nationally. ◇ Changing legislation moving outside EU ◇ Local Charity versus National context. ◇ Community Empowerment Act ◇ GDPR and data control ◇ Health and Safety in the workplace ◇ Insurance 	<ul style="list-style-type: none"> ◇ Need to address future accommodation and drive-up standards of Cosgrove estate. ◇ Increasing costs of green environment focus- waste disposal, utilities costs ◇ Need to consider alternative delivery spaces and sharing of space. ◇ Vehicle and transport considerations and actions. ◇ Waste and paper free processes



Cosgrove Care SWOT Analysis April 2021.

Summary of the Critical Issues from the SWOT Analysis which will Influence the Plan

Cosgrove Care has an experienced, skilled, and trained workforce with low staff turnover, managed vacancies, and sound working conditions. The organisation has been around for six decades, has a strong, local workforce and volunteer base. We must balance this experience with a fresh approach and clear, consistent messages. We need to continue to consider ways of attracting young people into all aspect of the work of Cosgrove Care and driving up the skills of our staff. This will be achieved through SVQ, Modern Apprenticeship, Living Wage Employer, Investor in Young People Standard, employee engagement and building on the positive culture within Cosgrove Care. Being the provider of choice for people to work with is a key pillar of our strategic approach.

We will continue to focus on providing efficient services which are fit for the future and reflect the priorities of our commissioners and families. Income generating opportunities which can impact on the wider delivery of complimentary services while reducing our reliance on public funds will be a continued ambition through our key priorities.

We will share the progress, impact, and success that Cosgrove Care has achieved and consider how we can increase our influencing work for the good of people with learning disabilities and their families. We will seek to co-produce our work with our stakeholders.

By continued focus on our model of delivery, staff resources and lean structure the ability to compete with other providers within the market will facilitate a stronger position in relation to potential threats.

Our focus will be to drive the use of technology and innovation to the centre of what we do as an organisation to improve efficiency and impact.

We will continue to seek ways to transform our offer to meet the post COVID world and to ensure that we are able to develop service offers which help re-build emotional and physical well-being, connectivity while ensuring safe support delivery and alternatives to more traditional models of support.

Strength	Weakness
<ul style="list-style-type: none"> ❖ Experienced, trained staff group ❖ Mature workforce ❖ Low staff turnover ❖ Flexible ❖ Quality service ❖ Local workforce ❖ Living Wage Provider ❖ Bronze Award Healthy Working Lives ❖ IIP standard/IYP standard ❖ Autism Accreditation ❖ Staff Engagement Processes ❖ Person centred approach to training ❖ Life course provision 	<ul style="list-style-type: none"> × High % of publicly commissioned services × Low staff turnover × Local provider- we do not have national coverage. × Service delivery model is labour intensive across services. × Challenge of lack of multi-year funding × Recruitment pathway- lack of × High training costs × Our estate needs investment × Visibility- charity has been discreet in the past.
Opportunity	Threats
<ul style="list-style-type: none"> ❖ Online provision of services ❖ New resource bases at Rouken Glen which broaden opportunities. ❖ Strong volunteer base providing local support and care. ❖ Strong supporter and funder base assisting new innovations. ❖ Diversity of offer and potential for further expansion ❖ Ambitious, diverse Board and Senior Team ❖ High quality services delivered with a positive local reputation. 	<ul style="list-style-type: none"> ! Not achieving full cost recovery ! Technology Challenges and not achieving efficiencies necessary to survive and thrive. ! Move to National Flexible Framework impacting on new business. ! Not meeting funding goals due to demands on funders. ! Larger organisations taking over locally. ! Not being able to achieve recruitment targets. ! Move to national care service. ! High costs ! Regional versus national status as a charity.



Cosgrove Care Strategic Pillars 2021-2024



Cosgrove Care Business Plan

The attached action plan summarises the strategic aims and operational direction for Cosgrove Care over the next 3 years.

The plan reflects the ambitions of Board and stakeholders, it applies the logic of the current macro environment in which we operate looking to maximise service delivery and minimise cost while achieving quality and impact. It sees us focus on three strategic pillars of:

- ◇ Committed to quality and innovation.
- ◇ Being the employer of choice
- ◇ Being sustainable and financially healthy



1. We will continue to put people at the centre of all our activity and planning and help people to live the life they choose, always demonstrating evidence-based practice and a focus on personal skills and talents.
2. We will continually strive to do the best we can for the communities where we work and add value where it is possible to do so, bringing new funding into communities to innovate and improve lives.
3. We will demonstrate that we genuinely value social care as a profession and strive to be the employer of choice with a focus on the well-being of our staff and volunteers.
4. We will raise and use our charitable income to help people live life to the full as equal citizens and seek to always exceed standards and expectations.
5. We will campaign for positive change for people with learning disabilities and use our voice to ensure equal rights and opportunities and that the voice of those we support features in how we plan and review activity across Cosgrove Care.

Strategic Pillar 1:

Committed to Quality and Innovation

To drive up the quality of the services provided

Cosgrove Care is proud of its reputation for delivering high quality care and support to children, adults and older adults with learning disabilities and additional needs. We believe that to survive and thrive, we must drive up quality and innovate to provide sustainable social care services into the future. The organisation must Build Back Better to ensure sustainability and relevance in post pandemic Scotland.

The organisation understands the importance of delivering efficient, effective services that represent value for money, can demonstrate delivery of outcomes and that focus on building on people's strengths and assets and not focusing on deficits.

The focus for this strategic theme will be **to drive up quality of the services provided**, to **demonstrate value for money and high levels of efficiency and impact** in what we do and to **spearhead the delivery of service models which allow people to achieve their potential, become active citizens and reduce dependency on formal supports and Traditional services.**

We will continue to build our specialist expertise in delivery of services to children and adults with autism through our Autism Accreditation and our focus on delivering specialist accommodation, innovative outreach and care and pathways to employment. We will focus on delivery of supports and services aligned with The Scottish Autism Strategy. We know that a joint report produced by the National Autistic Society and Scottish Autism in October 2020 indicated that there are significant gaps in services for people with autism in Scotland. There are 56,000 people with autism in Scotland with significant gaps in education, care, and positive destinations.

Driving our use of technology and digital solutions will be key to our ability to deliver value for money and a strong focus on outcomes-based approaches which ensure we are delivering solutions to post pandemic Scotland.

We will introduce solutions to sleep over for vulnerable people through our relationship with SOL Connect and Hanover Housing and we will focus on designing and funding services which utilise personal assets, our network of support and which promote active citizenship and empowerment.

We will work with partners to develop approaches to autism friendly housing and short breaks which allow people to thrive and develop independence.

Our focus will see us take a local approach to supporting people which focuses on strong networks and community connections.

Year 1 Deliverables - To drive up the quality of the services provided:

1. Prepare teams across the organisation for assessment against the national Health and Care Standards - aiming for 90% of services to be assessed as Grade 5 and above.
2. To achieve Autism Accreditation across all outreach and supported living services and ensure that all staff and relevant volunteers receive autism training within 1 month of their employment with Cosgrove Care.
3. To retain Investor in People and Investor in Young People accreditation for Cosgrove Care.
4. To achieve Healthy Working Lives Accreditation and focus on embedding mental health first aiders within Cosgrove Care to support a healthy workforce.
5. To establish a quality framework for the measurement of Cosgrove's services and set agreed targets.
6. To establish a family forum, participation forum and employee forum to ensure active engagement of all Cosgrove's stakeholders in quality assurance
7. To commence the funded delivery of Family Support Provision for vulnerable families in our communities and counselling support for families.
8. To embed our Well-being Strategy.
9. To undertake the year 1 renovations to Burnefield Road and Dalmaeny Avenue in line with the Armour Condition surveys to improve quality of environment.
10. To review and update our tenancy agreements for all people we support in our supported living services
11. To deliver the renovation plans for 5 Skirving Street to drive improvements in our retail offer.
12. To establish a delivery zone which will give space for people who currently live in our supported living services.
13. To establish 10 multi-purpose delivery zones which ensure quality and safety of environment in light of Health and Safety Restrictions.
14. To establish plans to improve the living environment at Arnside Avenue following the transfer of the building during 2021.
15. To progress the technology required to transition to alternative night-time support using the SOL connect model.
16. To focus on improving the environments and outdoor space associated with all supported living services.
17. To fully fund Weekend Warriors clubs for children, Well-being Clubs for people we support and online creative activities for people we support to address isolation, loneliness and well-being.



Year 2 Deliverables - To drive up the quality of the services provided:

1. Refresh systems and undertake peer review across the organisation for assessment against the national Health and Care Standards- aiming for 90% of services to be assessed as Grade 5 and above.
2. Focus on environmental changes to develop fully autism friendly spaces in delivery and living environments.
3. To retain Investor in People and Investor in Young People accreditation for Cosgrove Care.
4. Mindful employer status
5. Review quality framework and construct peer review processes.
6. Implement further phase of leadership training for all first line managers within Cosgrove Care.
7. Review family forum, participation forum and employee forum to ensure active engagement of all Cosgrove's stakeholders in quality assurance is operating to full capacity.
8. To commence themed family and activity days to meet the needs of local families in expanding their knowledge, skills and capacity.
9. To embed further our Well-being Strategy and review impact/consolidate approach.
10. To undertake the year 2 renovations to Burnefield Road and Dalmaeny Avenue in line with the Armour Condition surveys to improve quality of environment.
11. To commence to Arnside renovations and environmental improvements based on transfer arrangements.
12. We will extend the retail offer to drive additional income through online retail, setting revised targets based on post COVID performance.
13. We will review impact of our changing delivery spaces and invest further in safe zones to deliver outcomes focused support.
14. We will expand alternative night-time support using the SOL connect model for a further 10 people, evaluate impact.
15. Finalise improvements to the environments and outdoor space associated with all supported living services.
16. To fully fund Weekend Warriors clubs for children, Well-being Clubs for people we support and online creative activities for people we support to address isolation, loneliness and well-being. To focus on siblings and their support.
17. We will further develop our Bright Futures Initiative for children with additional needs, expanding provision to include an increased number of families.

Year 3 Deliverables - To drive up the quality of the services provided:

1. We will undertake second phase of environmental improvements to Arnside Avenue.
2. We will focus have all staff and volunteers trained to deliver autism specific care and operating within autism friendly environments.
3. All care and support provided will be focused on individual, person-led outcomes.
4. Our systems for measuring outcomes will be based on a scientific approach and evidence that people's lives are enhanced by our care and support.
5. Our systems for all aspects of care and support will be fully digitalised and efficient.
6. People we support will be fully involved in their care, shaping the organisation's direction and influencing our direction through our forums.
7. Our grades will be very good or above for all our services as a result of our teams in-depth understanding of the Health and Care standards.
8. All staff will have an agreed plan which focuses on their skills, development needs and engagement in our direction and focus.
9. We will be recognised as a Provider of choice that people want to engage with to provide their care



Strategic Pillar 1:

Committed to Quality and Innovation

To demonstrate value for money and high levels of efficiency and impact

Year 1 Deliverables - To demonstrate value for money and high levels of efficiency and impact:

1. To commission and deliver a full review of Cosgrove IT systems and devise a process map for Cosgrove Care to address the multiple systems issue and improve flow of information, deployment of staff and impact reporting. A specialist IT provider will be brought in to undertake this work with oversight from F and I committee.
2. To introduce the new full cost recovery rate for all commissioned and non commissioned services provided by Cosgrove Care from 1 April 2021.
3. To embed our scheduling system in supported living services to ensure the most effective use of contracted hours and staffing resources.
4. To introduce a new QA framework to help evidence the outcomes and impact of the support that we deliver.
5. To ensure that people we support across services are routinely involved in reviewing the services they receive and shaping future services through Participation Forum meetings.
6. To drive absence rates down by 25% by supporting staff effectively and managing absence across Cosgrove Care.
7. To raise £450k of income to fund non-front-line related core costs within Cosgrove Care.
8. To introduce circles of support which integrate our volunteer workforce into our approach, improving quality of life and connections for people we support, whilst driving efficiency in achieving positive outcomes for people we support.
9. To reduce mobile phone costs by 10% in 2021.
10. To ensure all services improve efficiency levels to 78% during 2021.
11. To implement the recommendations from our vehicle review and seek to drive efficiencies in our travel and transport costs.
12. To ensure occupancy levels for our supported living services are increased to 90%.
13. To grow our supported living services by 15% during 2021.

Year 2 Deliverables - To demonstrate value for money and high levels of efficiency and impact:

1. We will implement year 1 recommendations of our IT improvement journey.
2. Our scheduling system will be fully embedded in supported living services to ensure the most effective use of contracted hours and staffing resources.
3. We will evidence outcomes for everyone we support, ensuring our approach is person-led and focused on choice and active participation.
4. To ensure that people we support across services are routinely involved in reviewing the services they receive and shaping future services through Participation Forum meetings. People we support will be influencing Board and active in reviewing our progress.
5. To drive absence rates down by 25% by supporting staff effectively and managing absence across Cosgrove Care.
6. To raise £500k of income to fund non-front-line related core costs within Cosgrove Care to enhance formal supports
7. To build on circles of support which integrate our volunteer workforce into our approach, improving quality of life and connections for people we support, whilst driving efficiency in achieving positive outcomes for people we support.
8. To continue to drive efficiencies through technology, reducing spend by 5%.
9. To ensure all services improve efficiency levels to 80% during 2022.
10. To ensure our vehicle costs and approach continue to offer full cost recovery, meet needs and help people continue to enjoy a valued life.
11. To ensure occupancy levels for our supported living services are maintained 90%.
12. We will focus on continued transition of Arnside with a focus on improving environment, model and impact for people we support in partnership with HSCP.



Year 3 Deliverables - To demonstrate value for money and high levels of efficiency and impact:

1. IT transformation will be complete with our processes fully digitalised.
2. We will have technology enabled care as a central feature of our support, ensuring the approach enhances lives and promotes independence.
3. We will commission an independent review of our support process to make sure that it is fully person-led and achieving the outcomes necessary to support quality of life and active community participation.
4. We will set a further target of £500k income to be raised.
5. We will undertake a staff survey to measure staff satisfaction.
6. We will achieve Investor in Volunteering status.
7. We will review the impact of our volunteer and community support and how it supports people's lives.

Strategic Pillar 1:

Committed to Quality and Innovation

Spearhead the delivery of service models which allow people to achieve their potential, become active citizens and reduce dependency on formal supports and traditional services

Year 1 Deliverables - Spearhead the delivery of service models which allow people to achieve their potential, become active citizens and reduce dependency on formal supports and traditional services:

1. Embed well-being activity sessions at Rouken Glen with a focus on weekly health and well-being for 30 adults.
2. Introduce active health screening and active lives for all people we support in supported living services.
3. To introduce walking groups with volunteer support.
4. To drive forward online activity through the installation of SMART Boards in all supported living services to keep people connected and well.
5. To drive forward routine participation of people we support in recruitment, training and review through our participation forums
6. To deliver Pathways to Independence Qualifications for 30 young adults with learning disabilities.
7. To deliver Employ Me Programme for 35 adults with learning disabilities.
8. To expand the Portfolio of Children's Services under the Bright Futures Initiative as COVID restrictions ease. This will include:
 - ❖ Delivery of 14 weeks of play-scheme for 50 families
 - ❖ Delivery of 4 themed activity days
 - ❖ Delivery of 10 sleepover activities.
 - ❖ Delivery of two weekly Weekend Warriors Clubs
9. To train three co-trainers of people we support to support staff training.
10. To introduce a series of volunteer led supports to enhance people's lives and support- 20 adults.
11. To develop our drop-in flat to provide a life skills development hub and space.
12. To introduce a new digital skills development forum for 25 people we support.
13. To expand our online and digital support delivery programme.
14. To integrate technology into our housing renovations to support independence and enhance quality of life.

Year 2 Deliverables - Spearhead the delivery of service models which allow people to achieve their potential, become active citizens and reduce dependency on formal supports and traditional services:

1. Expand well-being for activity for everyone we support, building confidence and resilience in people we work with and their families to sustain them and build self management and resources.
2. Health screening will be core to ensuring we tackle issues of health inequalities and well-being and active self care will be an integral feature of how we work.
3. We will review and fund further developments in our BRIGTH Futures work.
4. We will evolve our digital skills development and digital inclusion agenda for a further 30 people with learning disabilities.
5. We will expand the use of SMART boards for people in our supported living services, building their digital skills further and extending contacts, connections and digital inclusion.
6. We will invest further income into our digital approach to drive efficiency.
7. We will introduce a further three co-trainers into our approach for on-boarding.
8. We will undertake a consultation and event for people we support to ensure we are listening and responding to their needs and wishes for the future.

Year 3 Deliverables - Spearhead the delivery of service models which allow people to achieve their potential, become active citizens and reduce dependency on formal supports and traditional services:

1. We will establish Cosgrove as an SVQ Centre to deliver qualifications for people we support and our staff.
2. We will further continue to drive our work on health and well-being and evaluate the impact of our approach.
3. We will invest further in our digital infrastructure and improve our efficiencies.
4. We will increase the capacity of our Employ Me Programme to support active employment opportunities for young people with additional needs and autism.
5. We will further expand our offer to people with autism through funded activities to expand creative arts, skills development and life skills.



Strategic Pillar 2:

Being the employer of choice with Human Rights at the heart of what we do

Cosgrove Care celebrated its 60th anniversary during 2020. The COVID-19 pandemic demonstrated the strength of our team and our focus on delivering the best quality care to the people we support and to the wider communities we work within. We will focus for the duration of our next business plan on being the employer of choice, attracting and retaining the best social care workers who will be committed to our values, have rights based practice at the heart of what they do and who have the support and training in place to do their job well and provide high quality support. This will ensure:

- ❖ *The best care and support designed in such a way as to meet the individual needs of people we support;*
- ❖ *A small team of support workers around each person who know people we support well and share their interests*
- ❖ *A professional team of support workers who are knowledgeable about their condition or disability and are well trained and equipped to meet all of their needs*
- ❖ *A highly motivated staff team of creative people who always help people we support to meet their goals*
- ❖ *New and efficient business systems which enable support workers to spend more time with people we support and less time on paperwork*
- ❖ *Modern technology that enhances the lives of people we support and keeps their family members in touch with what is happening and people we support in touch with friends and connected.*
- ❖ *Access to funds from Cosgrove that help to enhance their lives and improve opportunities and environment.*

Cosgrove Care will ensure that all our staff are trained and supported to promote the UNCRDP, that staff receive support for their well-being and access to fair terms and conditions to allow them to feel valued and supported in their job.

Cosgrove Care is an accredited Living Wage Provider that has a reputation for retaining high quality staff. We will focus on a recruitment and on-boarding process which will drive improvements to practice, ensure our staff receive the best training and support possible to enable them to deliver high quality care and the right terms and conditions to retain them within Cosgrove Care.

We will focus on ensuring all staff are confident and knowledgeable about the Health and Care Standards and are focused on delivering person-led high quality care and support across Cosgrove's range of services.

We will ensure that people we support and their families play an active role in the recruitment of staff and that care and attention is paid to matching interests to ensure the best possible outcomes for supported people.

Cosgrove Care will build on its Autism Accredited status, improving physical environments we operate within.

Year 1 Deliverables - *Being the employer of choice with human rights at the heart of what we do:*

1. *Update the staff handbook and improve our on-boarding process for all new staff. Issue staff handbook to all existing staff.*
2. *Enhance and develop our Staff Forum to be staff led, ensuring active communication and collaboration across Cosgrove Care and direct involvement of staff in shaping the direction and focus of Cosgrove Care.*
3. *Introduce a well-being hub to support staff and provide access to support for emotional and physical well-being.*
4. *Introduce Human Rights and UNCRDP training for all staff and volunteers.*
5. *Introduce active involvement of people we support in our core training.*
6. *Scale up involvement of people we support and their representatives in recruitment of staff.*
7. *Improve supported living facilities environmentally through an active approach to property improvements which include technology and autism friendly approaches.*
8. *Drive specific proactive work in Health and Care Standards, providing on the job training, reflective practice and bite size lunchtime learning approaches.*
9. *Ensure family friendly policies and procedures and approaches to agile working are adopted across Cosgrove Care.*
10. *Achieve Living Wage Provider accreditation.*
11. *Achieve Healthy Working Lives/Mindful Employer Status.*
12. *Undertake a staff survey to consult with staff and implement findings to improve working environment and conditions.*
13. *Review and implement a new system of supervision and appraisal linked to values-based practice.*



Year 2 Deliverables - Being the employer of choice with human rights at the heart of what we do:

1. *Our handbook will be online with easy access to information for all new and existing staff. It will be under constant review to reflect changes to the social care landscape.*
2. *Our on-boarding process for staff will be focused on not just core training, but UNCRPD and additional training specific to the people that staff will support. Training will be blended between online and face to face and our supported people co-trainers will be core to approach. We will be continually challenging how we achieve the best outcomes and approaches to our support delivery and design and reviewing this with our Board.*
3. *We will implement any finding associated with the staff survey in 2021 to further enhance our relationship with staff.*
4. *We will deliver an all-staff event, within restrictions to celebrate success and build for the future through active consultation.*
5. *We will expand the well-being work and review impact with our staff, we will review the employee forum outcomes and successes and consider improvement and actions needed to develop further.*
6. *We will review the agile working policies and its impact on our workforce.*
7. *We will routinely have people we support, and their representatives involved in recruitment of staff and volunteers.*

Year 3 Deliverables - Being the employer of choice with human rights at the heart of what we do:

1. *We will commission and independent review to determine if we are achieving the outcomes and impact on an individual person basis for people we support.*
2. *We will continue to feature well-being of those we support and our staff centrally in our approach.*
3. *We will test our approach to rights-based practice, ensuring that we are respecting and promoting rights in all our organisational processes.*
4. *We will review with our Board the effectiveness of our Governance Processes and ensure that these meet the test of our values and rights-based approaches.*
5. *We will review our accreditation status to determine if this is meeting the needs of the changing external environment signalled by the Independent Review of Adult Social Care.*



Strategic Pillar 3:

Being sustainable and financially healthy.

Cosgrove Care celebrated its 60th anniversary in 2020 and was faced with the biggest challenge in its history as we sought to deliver support and services to vulnerable people during the COVID-19 pandemic. Delivering support efficiently, effectively and to high standards whilst transforming our approach to income generation was a key priority for the Board and CMT of Cosgrove Care. This transformation work is set to continue over the next 3 years.

The organisation has evolved its approach to income generation, efficiency and delivering innovative services and supports. We are describing this approach as **Building Back Better**. **Building Back Better** proposes four criteria for effectiveness: safety, speed, inclusiveness, and long-term economic potential. We will build on these principles and approach through the 21-24 strategy, focusing on intensive income generation, delivery of targeted, efficient services and through creating a culture of efficiency and impact.

There will be a strong focus on identification, benchmark and delivering on market competitive costs. In addition, there will be a focus on strengthening and reviewing systems and process mapping within Cosgrove Care to drive sustainable services. This will assist in increasing income and make best use of our resources. All areas of the organisation will be looked at to maximise savings and reduce waste and duplication. This process starts with an intensive review of our IT systems during 2021.

In addition, we will strive to develop the commercial activity we have started and build upon early success. Our investment in our retail and employability hub offers potential to generate income and opportunities for those we work with. We see the benefits of looking at different operating models for part of the current service delivery to make them more commercial and income generating and less reliant on public funding. Expanding donor bases, improving evidence-based practice, and achieving high levels of efficiency will support a sustainable model into the future. We will focus on driving alternative approaches and invest to save, ensuring pathways of support and the provision of modern social care services which support positive outcomes and meet the needs of the communities we operate within.

A stretch income target has been identified for each financial year which will cover the costs of key areas of infrastructure. Financial performance and management will be overseen by the Finance and Investment Committee of the Board. The committee will ensure ongoing review of our investments and a focus on building on organisations assets and property.

Cosgrove Care appointed new auditors in 2021. A refreshed approach to strengthening financial systems and processes sits at the heart of our priorities for the 2021-2024 plan.

The models of care to be delivered will be focused on local strategic plans and demographics, ensuring a targeted, relevant provision which meets the needs of current and future populations in the localities where we operate.

The Finance and Investment Committee will continue to oversee the Investment portfolio and will review cash-flow and budget performance to keep the organisation stable and financially healthy.

Our reserves policy has been updated to ensure that the organisation has adequate resources in place to sustain the business. On 31 December 2020, the organisation held £1.137m unrestricted reserves and £67k restricted reserves in December 2020. The organisation also has a property portfolio including two houses and one shop.

The Finance and Investment Committee oversees organisational finances and a dedicated Finance Team manage all day-to-day elements of our finance function.

All key managers have controls in place for departmental budgets and regular management meeting track expenditure.

Three-year cash-flow analysis sits alongside this plan, together with a three-year strategic budget which makes several key assumptions around modest growth targets, efficiency levels, occupancy levels and income targets.

The organisation has a strong donor base and delivers several trading events annually which generate unrestricted income. Cosgrove Care also generate income from a range of Trusts and Foundations and has a reputation for the delivery of outcomes associated with formal funding arrangements.

The income target of £350k for 2020 was reached. The focus will be on new services, driving stretch funding targets, driving efficiency and impact of services, delivering models of support which focus on early intervention and co-production.



Year 1 Deliverables - Being sustainable and financially healthy

1. Undertake review of IT systems with a view to driving efficiencies and reducing manual systems within Cosgrove Care to reduce costs.
2. Set income generation target of £450k for the year.
3. Raise income of £115k for the retail premises at 5 Skirving Street to conclude the renovation to support a refreshed approach to retail.
4. Undertake works related to the Armour conditions survey for two premises- Burnfield Road and Dalmeny Avenue to improve environment for supported people.
5. Appoint new auditors for Cosgrove Care and engage additional financial support to drive efficiencies and quality of financial procedures and flow of data to key people across the organisation.
6. Recruit additional Board member with financial/business expertise to support financial governance and oversight.
7. Rationalisation of office accommodation to reflect changing work practices to be undertaken during 2021 with a view to scoping future property needs.
8. Consideration and active work to be undertaken in relation to collaboration with other charities around back-office functions and greater sharing of resources. Set agreed targets.
9. Reduce sickness/absence rates by 10% and drive efficiency levels to 80% across all services.
10. Drive occupancy rates across all supported living services to 90%.
11. Review scheduling system to allow the best possible use of our staffing resources across our services and improve accuracy of invoicing.
12. Introduce the recommendations of the vehicle review to reduce travel costs and rationalise fleet.
13. Drive a better flow to financial data to allow effective management of Cosgrove Care, bringing additional support into the organisation as required and evaluating systems and approaches.
14. Secure sustainability claims retrospectively and ensure all evidence is in place for COVID-19 funding support.

Year 2 Deliverables - Being sustainable and financially healthy

1. Fund and undertake the Year 2 Property Improvements for supported living properties.
2. Implement recommendations from IT review and systems change to drive improvements in financial reporting and information.
3. Purchase a new vehicle for the Cosgrove Fleet and continue to review vehicle and travel approach.
4. Investment in ongoing IT improvements to infrastructure.
5. Review the finance function within Cosgrove Care in light of 2021 audit and action changes to structure and approach.
6. Budget income for property rationalisation to allow necessary changes in our base and delivery space.
7. Design and Implement targets and approach for income generation- retail, online sales and income generating services. Drive the commercial approach.
8. Embed systems for tracking income generation and analysis of costs to aid budgeting and planning for all key managers
9. Review Investment Portfolio performance with F and I Committee and consider actions.
10. Review 3-year cash-flow and strategic budgeting processes.
11. Undertake a Governance review with Board of Directors.
12. Support year 2 growth targets across services ensuring infrastructure realignment.
13. Partnership approaches to back-office functions consolidated and implemented estimated savings £30k.

Year 3 Deliverables - Being sustainable and financially healthy

1. Investment in property to support ongoing organisational plans for service delivery and deployment of staff.
2. Finalise IT review recommendations
3. Income target of £500k required to support service development to be driven.
4. Retail and commercial targets to be reviewed in line with market trends and previous year performance.
5. Vehicle to be purchased for Cosgrove fleet to support ongoing service provision.
6. Additional Funds of £200k to be driven through Appeal to transition further our base.
7. Strategic Financial Planning process undertaken.
8. Service growth figures reviewed to determine progress.



