



# 2024 Strategic Plan



# About the Somerset Care Group

## Who we are

The Somerset Care Group was established in 1991 in response to the privatisation of residential care homes by Somerset County Council, who were the first local authority to adopt this approach. Somerset Care became responsible for running and managing care homes previously operated by the local authority, and catering to the diverse needs of over 1,000 residents.

Over the past 3 decades, Somerset Care has evolved, adapted and grown its care offering to keep pace with the ever-changing landscape of social care, becoming one of the largest Not-For-Profit care providers in the South West in the process.

We pride ourselves on delivering a comprehensive range of services which meet the current and future care needs of our residents and customers. These services include residential care, specialist dementia and nursing care, end of life care, home care and learning disabilities care.



## What we stand for

Somerset Care is committed to providing high-quality care which supports and enriches the lives of those we care for. Everything we do as an organisation is aligned to our strategy of Quality, Efficiency and Growth, and underpinned by our mission, vision and values.

## Our mission

We support people to  
live the life **they choose.**

## Our values

connecting with people  
making a difference  
doing the right thing  
embracing change

Somerset Care is a Not-For-Profit company and we do not have any shareholders.

We are supported by an Non-Executive Board of Directors who use their considerable industry knowledge, experience and skills to ensure that the organisation remains a well-run, effective and sustainable business.

Our Executive Directors and Senior Leadership Team, who each possess extensive knowledge in their own areas of specialism, are responsible for leading the company through its strategic plans.

## Our recent history

In order to deliver on our commitment to provide long-term, sustainable and high-quality care and support services, we need to reinvest wisely and responsibly. This sometimes means that changes need to be made in order to adapt to evolving care needs, and ensure the financial viability and longevity of the business.

In recent years, we have made some important, strategic changes to our service provision and portfolio in order to adapt to changing times.

- Our acquisition of Way Ahead Care saw us expand our home care offering across a wider area to meet increasing demand.
- As part of our Estates Strategy, we successfully combined our two home care services into one building, streamlining our required office space.
- A viability assessment of our residential care portfolio led to the closure of two of our residential services in Somerset, and the sale of our last remaining care home on the Isle of Wight.
- A renewed commitment to our ESG (Environmental, Social and Governance) principles has resulted in ongoing actions to improve efficiency, reduce our carbon footprint and forge strong connections with our local communities.

These changes have been made with the future sustainability of the business in mind; ensuring that we are here to provide employment opportunities to our local communities and deliver a high-quality, relevant range of care and support services to those who need it.





## Our plans for 2024 onwards

Somerset Care's Executive Directors and Senior Leadership Team have set out their strategic plan, with a continued focus on Quality, Efficiency and Growth.

### Quality:

- Ensure all Somerset Care settings are of a high standard, providing safe, comfortable environments that are configured and equipped to meet the increasing needs of the future customer.
- All services within the Somerset Care Group to be rated as 'GOOD' or 'OUTSTANDING' according to the Care Quality Commission (CQC).

### Efficiency:

- To be the employer of choice, providing a supportive environment for all colleagues to grow and progress in their roles, and paying a fair wage which keeps pace with the National Living Wage.
- Ensure procured goods and services offer value for money, whilst investing in secure and efficient systems which support effective care delivery and responsible business practices.

### Growth:

- To grow our existing care services where feasible, achieving sustainable levels of care provision at appropriate fee rates.
- To expand our business through acquisition and diversification to ensure long-term, sustainable profitability and greater opportunities for responsible reinvestment in our services and our people.

As a Not-For-Profit care provider, we must be ever mindful of the challenging financial climate of social care. Our strategy enables us to continue delivering high-quality services which meet current demand, whilst making sound financial decisions that ensure the longevity and sustainability of those services.



## **Somerset Care Group**

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