

# **Capability Scotland Grant Aided Special Schools Stanmore House and Corseford Schools**

## **Business Plan 2016 to 2019**

**SERVICE INFORMATION:**

<b>Service:</b>	Corseford School & Residence	Stanmore House School & Residence
<b>Address:</b>	Howwood Road Kilbarchan Renfrewshire PA10 2NT  01505 702141	Stanmore Road Lanark South Lanarkshire ML11 7RR  01555 665041
<b>Type of Service:</b>	Residential and day education services	
<b>Lead Professional for Education</b>	Jim McCaffrey	
<b>Lead Professional for Allied Health and Nursing</b>	Hannah Cairns	
<b>Head of Care</b>	Jacqueline Fairley	
<b>Business Manager</b>	Keith Huntly	
<b>Chief Operating Officer</b>	George Finnigan	

The vision for the Learning Provision Service is:

- “The Right Help at the Right Time in the Right Place”
- All year round capacity to provide holistic support to children and their families
- Education, Therapy, Nursing and Social care that is accessible, integrated, focused and effective.

**GENERAL INFORMATION****CAPABILITY SCOTLAND:****Corporate Governance**

Capability Scotland was established in 1946 and is a Scottish Charity SCO11330 and a Company Limited by Guarantee.

The organisation is governed by a Main Board of Trustees with expertise across the range of activities of the organisation including financial management and business processes.

**Strategic and Operational Senior Management**

Appointed by the Board of Trustees, Capability Scotland is lead by Dana O'Dwyer, Chief Executive Officer. Supporting the CEO is an Executive Management Board. The Executive Management Board comprises Chief Executive Officer, Chief Operating Officer, Director of Services and Development, Director of Human Resources and Director of Customer and Corporate Services.

The Learning Provision service is within the Chief Operating Officer's directorate.

**Quality Management**

Capability Scotland operates a quality management system which has been assessed by British Standards Institute as meeting the ISO 9001:2008 quality management standard. Registration was achieved in December 2008 and successfully re-assessed in each subsequent year. The Quality Management System is applied to the schools and residences.

The Schools and residences are regulated and inspected by Education Scotland and the Care Inspectorate.

**Business Planning**

Capability Scotland has developed a set of Strategic Directions. These are:

- to provide appropriate and economically viable services;
- focus on intensity and complexity;
- exert effective influence around our core activities.

The activities delivered and actions included in this Business Plan reflect those strategic directions. The Main Board of Trustees have reviewed the current Strategic Plan for the organisation. The Trustees have confirmed it meets the needs of our business.

## **SCHOOLS & RESIDENCES**

### **Governance**

The schools and residential services respond to the strategic direction of Capability Scotland through a Business Planning process. In addition they adhere to the standards set by Education Scotland, the Care Inspectorate and the SSSC. Any inspection report requirements and recommendations are collated centrally and action is monitored by the Executive Management Board.

Both Corseford and Stanmore House operate Parent and Student/Resident Councils.

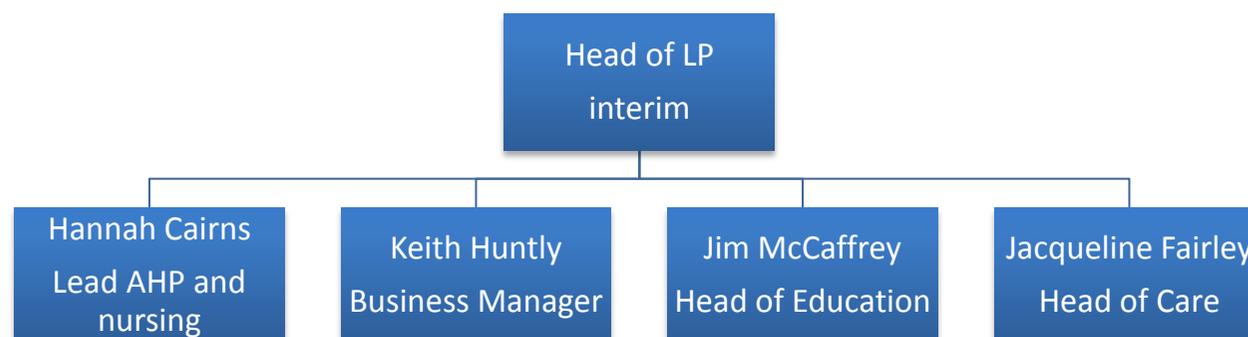
### **Business Plan Implementation and Oversight**

Capability Scotland has continued to utilise the Project Board set up at the beginning of the change programme to ensure that the Learning Provision Business Plan is developed, reviewed and fully implemented. This includes ensuring that the Business Plan is prepared and submitted to the Scottish Government, that the Trustees of the organisation approve and are updated on the recommendations regarding the service, that actions are taken and monitored and that resources are made available to support the Business Plan implementation. The Project Board is chaired by Peter Doran, an external consultant and author of the Scottish Government's "Doran Review – The Right Help at the Right Time in the Right Place". Mr Doran reports to the Chief Executive and provides updates on progress to the organisation's Board of Trustees. The Project Board membership has been reviewed in early 2016 and now includes the Chief Operating Officer, Director of Human Resources, Director of Services and the Learning Provision Leadership Team. Additional members are co-opted on as required. Meetings are held monthly to ensure Business Plan actions are being implemented, to direct resources as required and to take corrective actions when appropriate.

### **Operational Management**

The Chief Operating Officer has overall responsibility for these services at Executive Management Board level. The Head of Learning Provision has recently retired and as an interim measure the Chief Operating Officer will line manage the Leadership Team who have operational responsibility and authority for the schools and residencies.

The Leadership Team comprises: Head of Learning Provision, Head of Education, Lead Professional for Allied Health and Nursing, Head of Care and Business Manager (see below). They meet regularly to monitor progress against agreed objectives and to respond to both internal and external requirements. At each site the Leadership Team work closely to ensure that shared objectives can be set, delivered and monitored.



Under the direction of the Head of Education, Teachers deliver the curriculum and Classroom Care staff support students to access the curriculum.

The Allied Health professional team consisting of Physiotherapists, Occupational Therapists, Speech and Language Therapists and Nurses, work to support the curriculum and health and wellbeing of the children and young people. Management and clinical governance is provided by the Lead Professional for Allied Health and Nursing.

The Head of Care leads a team of care professionals and care staff to deliver residential, short breaks and care services.

### **Statement of Current Position**

Capability Scotland is committed to delivering high quality education, care and health services to children and young people with the most complex additional support needs. Our goal is that the services will be delivered throughout the year and as close to the young person's family and carers as possible. Our Trustees have reaffirmed this commitment and through our Business Plan we are working to ensure a sustainable future for our Learning Provision. This includes planning for changes to central Government funding.

The services were externally reviewed in 2013 and the recommendations made to the Main Board of Trustees on changes that were required to modernise the service are being implemented.

Improvements in the provision of education, care and health support are being realised. Our focus is on improving education outcomes, providing a supportive and enabling environment and improving the health and wellbeing of the children and young people we support. This is being done within the principles of GIRFEC. We are now planning to put in place a formal outcomes framework and will review our quality management system to ensure it supports our strategic and operational objectives.

The service changes and new model are being delivered by the Leadership Team. The Leadership Team are ensuring that the key recommendations of integrating the two schools and bringing the education, care, and allied health and nursing disciplines into one service are being achieved.

We had planned to have the Leadership Team fully in place by June 2014. However, recruitment took considerably longer than expected and the team was not fully in place until November 2015. However, the management who have been in place throughout 2015/16 have been working with the Project Board to implement the Business Plan.

## **BUSINESS PLAN**

The Project Board and Leadership Team have reviewed the 2015/16 Business Plan against the changing climate and expectations of funders and against the Strategic Directions of Capability Scotland. The assumptions made in previous years have been tested but remain mainly in place. The long term goal is to be a national provider of choice for combined education, care and health and wellbeing support for the most complex disabled children and young people in Scotland. The 2016-2019 Business Plan continues the direction set in the previous year's Business Plans for the reasons set out therein. The six Strategic Themes are:

- Deliver service in specialist settings for disabled children and young people
- Personalised service to meet every child and young persons needs
- Specialise on integrated education, health and care
- Develop early years and transitions services
- Support a national need
- Price competitiveness and sustainability.

In the sections below we provide detailed plans for each of the above objectives which include outcomes, timescales and measures.

The overall objective is stated in our vision for the services on page 2 above and our key measure of success is to continue to be a provider whose services are commissioned through the National Commissioning Group

**REVENUE GRANT**

In 2016/17 Capability Scotland's two grant aided special schools have based their revenue expenditure on the basis that the GASS revenue grant continues at the same level as that awarded in 2015/16.

A breakdown of income and expenditure by school is provided below:

	<b>Corseford School</b>	<b>Stanmore House</b>
<b>Income:</b>		
Fees	£939,200	£1,306,700
Other	£4,500	£4,000
GASS revenue grant	£1,207,237	£1,712,419
<b>Total Income</b>	<b>£2,150,937</b>	<b>£3,023,119</b>
<b>Expenditure:</b>		
Employment Costs	£1,595,700	£2,376,400
Property Costs	£189,900	£244,900
Financial and Other Costs	£365,900	£401,600
<b>Total Expenditure</b>	<b>£2,151,500</b>	<b>£3,022,900</b>

<b>1. STRATEGIC THEME – DELIVER SERVICE IN SPECIALIST SETTINGS FOR DISABLED CHILDREN AND YOUNG PEOPLE</b>			
<b>Objective</b>	<b>Action</b>	<b>Timescale</b>	<b>Measure</b>
<b>(1A) To implement Strategic Recommendations following review of Capability Scotland Education by Peter Doran</b>	Implement new Teaching and Classroom support establishment	December 2016	New structure and establishment in place
	Implement new Ancillary and support service	August 2017	New structure and establishment in place
	Review care structure and make recommendations	August 2016	Review complete and recommendations made
	Implement new care structure	December 2016	New structure and establishment in place
	Prepare Phase 2 Capital Investment Programme	December 2017	Buildings fit for purpose
<b>(1B) To work with Scottish Government officers to develop a response to Strategic Commissioning</b>	To contribute to the process set by the Government in developing a National Commissioning Framework	In line with Commissioning Board timescales	To be fully informed of process, timescales and implications of work
	To be part of the GASS network, providing support to other GASS colleagues	Ongoing	Attend and host meetings as appropriate. Add to GASS knowledge and understanding of impact on business
	To work with Scottish Government (SG) and receive regular updates from them	Ongoing	Meet with SG officials and SG officials to attend Trustee Board meetings

<b>2. STRATEGIC THEME – PERSONALISATION</b>			
<b>Objective</b>	<b>Action</b>	<b>Timescale</b>	<b>Measure</b>
<b>(2A) Implement GIRFEC Framework, develop Outcomes Framework</b>	Review effectiveness of GIRFEC framework	June 2016	GIRFEC systems in place Staff trained All learners have Individual Plan
	Develop Outcomes Framework	Dec 2016	Outcomes Framework in place
	Review effectiveness of Outcomes Framework	June 2017	Effective Outcomes Framework in place and being used to improve outcome for all learners
<b>(2B) Provide personalised learning and teaching, allied health interventions and care and support</b>	To review effectiveness of individualised time tables and services for pupils	August 2016	Individual plans in place with full system of recording and measuring outcomes in line with GIRFEC and utilising the SHANARRI indicators
	Implement systems and tools based upon Education Scotland identified as guidance on practice in individualised learning	March 2016	Individualised flexible timetables in place for all learners
	Allied health fully integrated into planning, delivery, outcome measurement and review	June 2016	Full AHP integration
	Review Care services, resources, accommodation and develop new delivery models	December 2016	Care and support development plan produced

<b>3. STRATEGIC THEME – SPECIALISE ON INTEGRATED EDUCATION, HEALTH AND CARE</b>			
<b>Objective</b>	<b>Action</b>	<b>Timescale</b>	<b>Measure</b>
<b>(3A) Implement new holistic education, health and care service under the Learning Provision model</b>	New service model agreed and implemented	August 2015 to August 2016	New service documented, resourced and fully embedded into organisation
<b>(3B) Develop Corseford Short Breaks service</b>	Service model agreed and staffing model resourced; model tested and assessed for demand, effectiveness and sustainability	September 2016	Sustainable service
<b>(3C) Evaluate the delivery model of 52 week health provision</b>	Review model and resources in place to provide all year round health and care needs	March 2017	Effective models of year round health interventions in place
<b>(3D) Promote service to attract new children and young people who will benefit from service</b>	Promotional plan developed to market and promote new service(s); clear service proposition in place	June 2016	Promotional plan developed Resources made available to market services
	External engagement process to promote service	August 2016 - ongoing	Planned marketing activity in place and being delivered

<b>4. STRATEGIC THEME - DEVELOP EARLY YEARS AND TRANSITIONS SERVICES</b>			
<b>Objective</b>	<b>Action</b>	<b>Timescale</b>	<b>Measure</b>
<b>(4A) Develop Services to meet unmet need</b>	Undertake market research to establish gaps in the market place for early years and transitions and develop strategic response	August 2016	Meet with LA's, NHS, Education Scotland and parents and young people to identify gaps in services
<b>(4Ai) Develop Post School Provision</b>	Develop model, identify resources and outcomes for post school services	March 2016	Post school service model in place
	Review effectiveness and sustainability of post school service	March 2017	Review completed
<b>(4Aii) Consider opportunities for early years interventions</b>	Allocate funds to research and develop service models; undertake feasibility study	December 2016	Decision made on incorporation of early years services into Learning Provision portfolio

<b>5. STRATEGIC THEME - SUPPORT A NATIONAL NEED</b>			
<b>Objective</b>	<b>Action</b>	<b>Timescale</b>	<b>Measure</b>
<b>(5A) Learning Provision will deliver services on a national basis</b>	Undertake market analysis to assist with development of strategy to develop services which deliver outcome focussed services in line with local demand	December 2016	Meet with LA's, NHS, Education Scotland, young people, parents and carers to identify gaps in services – develop strategy
	Develop outreach models of education, care and health service delivery	March 2017	Service delivery models developed
	Develop relationships with key stakeholders including LA's, NHS, parents, carers	December 2016	Key relationships established
	Identify other services to be provided on a national basis (e.g. advice, training)	December 2016	Options paper developed

<b>6. STRATEGIC THEME - PRICE COMPETIVENESS AND SUSTAINABILITY</b>			
<b>Objective</b>	<b>Action</b>	<b>Timescale</b>	<b>Measure</b>
<b>(6A) Establish service objectives, unique selling points and price point</b>	Agree service descriptor, objectives, beneficiaries, funders, stakeholders  Agree market positioning	June 2016	Service specification, beneficiaries and price points established
<b>(6B) Establish costs for service delivery</b>	Agree resource requirements by delivery and support areas and establish costs  Monitor costs	September 2016	Costs by service delivery known
<b>(6C) Set price structure including and excluding</b>	Set prices for all delivery areas and service models  Update Scotland Excel Framework	December 2016	Price policy in place