

Be Independent Community Equipment and Response Service CIC

A new way of delivering services

Background

On the 1st April 2014 two City of York Council (CYC) Services were transformed into a social enterprise with this vision:

We will create a high quality, comprehensive and sustainable telecare and equipment service that redefines care delivery, and helps people manage their lives and stay independent in their own homes through life enhancing equipment solutions.

Back in May 2013 Cabinet agreed to allow the Warden Call and Community Equipment Loan Service to form a Community Interest Company in order to secure the future of both services. The teams had accessed central government funding to support them through the business planning process and had also had further funding agreed to support the team through the implementation phase.

Over the months of work the consultancy and legal support proved to be invaluable as this was the first time both CYC and the staff had endeavoured to do this. However what did help was the fact that we have support at the highest levels within CYC and passion within our service to make this work.

Be Independent being an independent social enterprise will provide a unique service for both statutory agencies and the general public through the provision of Community Equipment Loan and Telecare Services.

Be Independent will be the answer to the increasing demand for community response and equipment services. The public want easy access to the services, and for self-funded customers at a cost they can afford. Statutory agencies want (1) access to services and equipment in a timely manner that is responsive to their service user's clinical/social needs and (2) to work as part of the integrated pathway of care providing expert support and advice.

The purpose of Be Independent is to be the organisation of choice that works in partnership with their customers to best understand their needs through the provision of a community response service, equipment and expert advice and support to assist people to live their chosen lifestyle.

We will raise awareness and increase access of our services and equipment to the local community (both statutory service users and the general public) by sharing our specialist knowledge with health and social care professionals and the public, and offer a wide range of services and products so that individuals have access to services/products and the knowledge to assist others and/or help themselves when faced with an environmental challenge or functional limitation that impacts on their lifestyle.

We believe that CELTAS services are best delivered through a social enterprise as it will:

- Make the services more flexible and responsive to client needs;
- Enable new business opportunities to be realised to help secure financial efficiency and sustainability;
- Encourage staff working within the new organisation to be more motivated and driven to work harder, smarter and more consistently as they have greater ownership of and involvement with the business; and
- Ensure the service is as good as it can be by re-investing its financial surplus in the organisation to fund development of the service, technology and workforce.

Governance

As a CIC we have the flexibility to offer staff ownership in the form of membership of the enterprise. This would be difficult if not impossible as a charity as Trustees of charities must be unpaid. The Community Interest Company form also provides a degree of regulation and an asset lock. The asset lock ensures that assets are only ever used to deliver our business/social objectives.

Be Independent has a governance structure that is proportionate and appropriate to the scale of the organisation. We have two forms of membership of the new enterprise:

Staff would be “Staff Members” with the power to nominate and elect a “Staff Director” from their group to take a position on the Board of the new enterprise.

There will be six “Members” who will be responsible for the strategic management of the business and will hold the statutory responsibilities of Company Directors under Company Law.

Alongside the “Staff Director”, will be the Chief Executive Officer, The Director of operations and three Non-Executive Directors.

The Board delegates the day to day running of Be Independent to a Management Team which besides the CEO will include the Head of Operations and Head of Finance. (Note: The Head of Finance is a function and not a separate post). The management team will report performance to the Board on a regular basis, possibly every month initially.

In addition to the governance structure proposed above, three Advisory Committees will be established to enable different key stakeholders/stakeholder groups, including users, to be involved and have their input to the new organisation. Whilst these committees would not have any formal decision making abilities, we anticipate that any key outcomes/requests/etc. from these meetings would be tabled at the Management Team meeting, and latterly the Board meeting.

We will establish a sustainable organisation that our customers want to buy from and of which staff are proud to be a part. We will explore further opportunities to grow our customer base beyond York without compromising the delivery of services to our core customer base.

We believe that “one size does not fit all” and therefore we will seek to work with our customers and deliver services with them and for them, not to them. We will differentiate our services to meet their needs by involving stakeholders in an Advisory Committee to review operational performance and consult on key business development matters.

Our new organisation holds the following mission, values and objectives

Mission

Our mission sets out how we will achieve this vision. We will achieve our vision by:

- Supporting social, health and well-being by offering advice, signposting and a wide range of solutions to our customers;
- Working with partner organisations across all sectors to prevent hospital admissions and prolonging, wherever possible, a quality of life at home;
- Providing support and reassurance for both formal and informal carers; and

- Being committed to equality and fairness.

Strategic Objectives

The new organisation will continue to provide the high quality service to its existing customers while reaching out to more people and searching for more efficient and effective solutions for all customers. These objectives look to benefit both the customer of the service and the wider community. We will work closely with partner organisations to fulfil these and they will challenge us to improve and be successful.

Strategic Objective Group	Strategic Objective	Year 1	Year 2	Year 3	Year 4	Year 5
Accessibility	To provide an efficient emergency response service to vulnerable people.	X	X	X	X	X
	To offer equipment services as a universal service to support primary prevention.	X	X	X	X	X
	Increase the uptake of equipment services by communicating the potential benefits to service users and carers and by providing Telecare opportunities in a diverse range of existing service settings across health, housing and social care.	X	X	X	X	X
	Increased access through extended opening hours, online ordering and the development of a retail outlet.		X	X	X	X

	Work in partnership to ensure that equipment services are more widely accessible, acceptable and understood by all those who could benefit from Telecare and other equipment solutions.	X	X	X	X	X
Employer of choice	To create an organisation that values and supports its members and one that encourages personal development.	X	X	X	X	X
	To employ and provide, where possible, apprenticeships to support young people into the work place.		x	x	x	x
	To support the City of York Council pledge regarding provision of a 'living wage' to all employees.	x	x	x	x	x
The safe use and care of equipment and telecare	Develop and offer training packages for both statutory and private agencies relating to equipment, telecare and the prevention agenda.		x	x	x	x
Sustainable and flexible organisation	Upgrading of existing stock through the reinvestment of cost savings and profits.		x	x	x	x
	Develop and increase stakeholder involvement and include service users in the future direction of the organisation.	x	x	x	x	x

	Deliver growth in the telecare service and ensure targets for delivery and installation are maintained.	X	X	X	X	X
	To secure contracts with public sector and private agencies to provide equipment, telecare and telehealth.		X	X	X	X

Social and Environmental Objectives

These objectives are aspirations of positive intention towards the local area, aiming to promote prosperity and develop a strong relationship with the locals in order to co-exist harmoniously. They indicate what this organisation will ‘give back’ to the wider community.

Social Objective Group	Social/Environment Objective	Year 1	Year 2	Year 3	Year 4	Year 5
Job Creation	The organisation will grow its infrastructure in line with increasing demand on its services and will seek to employ locally.		X	X	X	X
	Look to develop supportive work placements and supported employment where possible for people with disabilities.			X	X	X

	Will provide apprenticeship programmes where possible to support young people into employment.		X	X	X	X
Partnership working to support the Public Health priorities	Making York a great place for older people to live where they can maintain their independence as long as possible.	X	X	X	X	X
	Improving mental health and intervening early supporting the early awareness of dementia.	X	X	X	X	X
	Reducing health inequalities and help to find solutions to prevent loneliness and isolation.	X	X	X	X	X
Environmentally conscious	The organisation will seek to monitor, regulate and reduce its carbon footprint where possible.		X	X	X	X
	Will continue to refurbish all low cost equipment until an environmentally friendly alternative has been sought.	X	X	X	X	X
Carers support	Wherever possible the organisation will provide equipment solutions, advice and training to support informal carers.	X	X	X	X	X

Values

Our customers are at the centre of everything we do; we know that every customer is unique and we will treat them that way. Our values will be at the heart of the organisation and will create our culture and influence the way our organisation and its members conduct themselves:

- **COMMITMENT** - We pride ourselves on our commitment to maintaining the public trust and respect through a commitment to the highest standards of customer service.
- **INTEGRITY** – We will be truthful, open and honest; we will maintain consistency in our actions, values and principles.
- **RESPECT** – We keep our promises. All actions are guided by absolute honesty, fairness and respect for every individual.
- **SERVICE EXCELLENCE** - We strive to be the best that we can be and to deliver excellence in everything we do.
- **PASSION** – We will use energy, dedication and commitment to make a difference by helping our customers improve their health and to change their lives for the better.
- **COMMUNITY** - We are perceived as a trusted partner and dependable community resource.
- **TEAMWORK** - Respect the value and contribution of each individual.

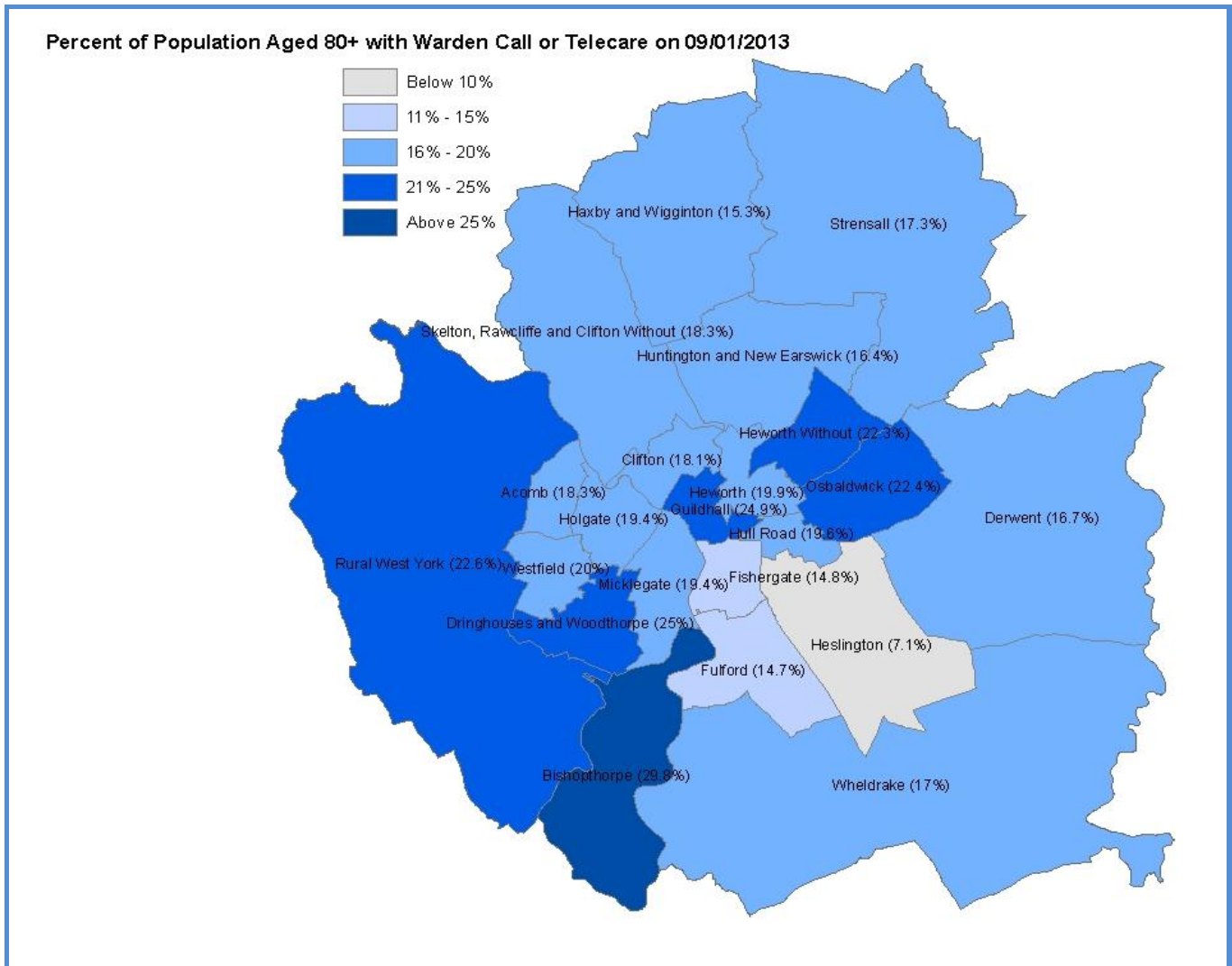
Ambitions

The local market for Warden Call/Telecare in the York area appears to reflect closely the national position. The city has a population of 198,000 with people aged 65+ making up 17.8%¹ of the total.

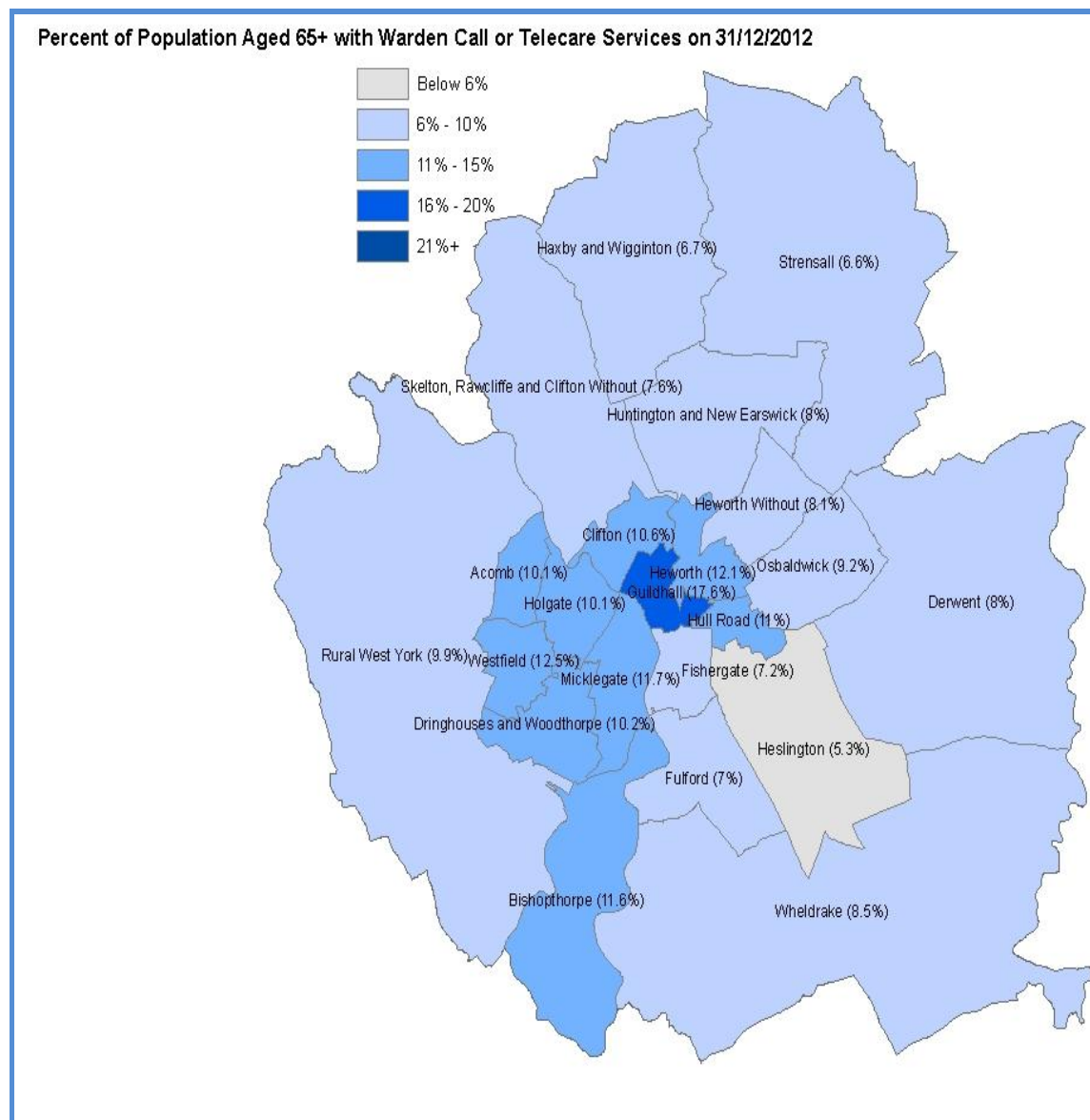
Local demographic information show us that the service is currently only being provided to a small percentage of possible customers. Looking at the number of customers aged 80+ receiving a service from CELTAS compared to the whole population in York of people who are 80+, the data shown below indicates that there is a lot of potential market growth within York.

¹ Source: 2011 census

In total there are 1,928 people recorded who are currently receiving one or more of these services out of an estimated 80+ population of 9,897 people in York. This equates to a market penetration of only 19.5%.



When looking at the equivalent number of customers over the age of 65 the percentage falls even lower indicating that the growth potential for the service is within this age range is even higher.



In our first two years we are aiming to maximise income generation from a number of workstreams without increasing our overheads. We will be seeking to make use of existing resources by streamlining our processes, creating efficiencies and encouraging flexibility in the way all of our employees work.

We have three separate routes of income generation that we intend to pursue each of which if successful will help us to maximise our income and provide financial savings for the Council and economic stability for our organisation.

As a social enterprise we will be re-investing our profits into the business to ensure we can sustain our growth, keep up with demand and continue to provide a quality service to more people living in York.

We also have the option to bid for more contracts outside of York as and when they arise – ensuring always that we are not compromising our core services.