

City Health Care Partnership CIC

a co-owned business



# Social Accounts

Prepared and audited by Jenko Limited

# 2013-14

## City Health Care Partnership CIC will, on request, provide this document in braille, audio or large print.

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ئەگەر ئینگلیسی زمانی تۆنیه و دەتەوی ئەم بەلگەت بو  
تەرجومە بکەینەوه تکایە پەیوەندی بکە بە:

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若 希望其他 言版本, 系 :

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İngilizce ana diliniz değilse ve bu belgenin çevirisini istiyorsanız lütfen buraya başvurun:

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اگر انگلیسی زبان نیستید و ترجمه این متن را می خواهید، لطفاً با اینجا تماس بگیرید:

**City Health Care Partnership CIC**

Social Accounts

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Hull

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[www.chcpcic.org.uk](http://www.chcpcic.org.uk)

# Introduction from the Chief Executive

We are proud to present our Social Accounts for City Health Care Partnership CIC. Our fourth year of existence has shown our Social Investment Strategy really coming into its own and providing tangible benefits for our patients, staff and the communities in which we provide services.

This year's accounts show the social impact we have made, from providing services that meet a real need to setting up our charity City Health Care Partnership Foundation to support local voluntary and community groups. Our intention to be an embedded social business that benefits the health and wellbeing of the populations we serve and the staff who work here is well-documented in these accounts.

The social impact of our work, as well as the social return on investment calculations, is shown clearly through examples of staff, patients and groups. There is also a focus on environmental issues and our commitment to sustainable travel and to providing Eco-Health grants bears witness to this.

We are grateful to everyone who has contributed to these accounts: staff, stakeholders and the Social Audit Panel and Social Accountants. A big thank you to all of you.



**Andrew Burnell**

*Chief Executive*



# The Organisation

City Health Care Partnership Community Interest Company (CHCP CIC) is an independent, for better profit and co-owned business responsible for providing local health and social care services.

The organisation was formed on 1st June 2010 as a Community Interest Company separate to the commissioning organisation NHS Hull. The company has four operational business units (Children and Young People's, Primary Care and Psychological Wellbeing, Specialist Community and Adults) that provide a wide range of services to more than half a million local people.

**As a socially responsible business, CHCP CIC involves patients, staff and service users in designing the services it provides.**

In addition, it re-invests any surplus into the community, staff and service developments and so contributes to its 'triple bottom line' (economic, social and environmental). This means that the work of CHCP CIC will often benefit the whole community as well as the people who use its services.

## Scope & Methodology

This year's report builds on the four previous social accounting activities and aims to show how CHCP CIC's **Social Investment Strategy** impacts on the local community and measure and report on the social value that can be evidenced.

Looking at the Social Investment Strategy with respect to CHCP CIC's overarching vision, the Social Accountants have taken a view of the social value that is currently being created in six key areas (with three sub categories) of activity that demonstrate the Social Investment Strategy in practice.

### The Social Accountants were asked to consider the following activities:

1. CISS (Carers' Information Support Services)
2. Sustainable Travel
3. Evolve (Eating Disorders Service)
4. Community Funded Activities, including:
  - staff sponsorship
  - small grants
  - eco health grants
5. Local Supply Chain
6. Humber Local Enterprise Partnership (LEP) Skills Pledge

Within the 2013/2014 Social Accounts, which follows a 12 month accounting period from April 2013 to March 2014, the Social Accountants have used a combination of SROI analysis, case study evidence and an overarching perspective of the organisation's achievement in terms of the 'bigger picture' and provided contextual narrative to demonstrate the social value being created.



The work of CHCP CIC will often benefit the whole community as well as the people who use its services

# Executive Summary

Now in its fourth year of existence, CHCP CIC has again decided to embrace the social accounting and audit process for the period April 2013 to March 2014. CHCP CIC's senior management is keen to embed social accounting within the organisation so that they can demonstrate its social purpose and ethos, taking into account the impacts it has made socially within the community it serves.

The theme for this year's social accounts report is based on the organisation's Social Investment Strategy and subsequent action plan. First published in September 2011 and being updated within this social accounting period, the Social Investment Strategy is a framework of objectives within which CHCP CIC can develop and deliver its Corporate Social Responsibility (CSR).

Social investment is the practice of making voluntary financial and non-financial contributions that demonstrably help communities and broader societies to address and contribute to wider social goals. The importance of responsible social investment as a fundamental part of good business is now widely recognised and is seen by many as an integral part of normal business practice. Therefore, the augmentation, measurement and, moreover, the ability to actually demonstrate real social impact is and will be a key part of service delivery and the future contracting and procurement process. It is therefore as much about the relationship with staff as it is the things that CHCP CIC does in the community. As a consequence of this, the organisation's Social Investment Strategy also covers specific initiatives in relationship to staff and community groups that impact on the wellbeing and health of the local community. The current strategy document (dated 2011 to 2013) is under significant review to ensure that it is current, relevant and fit for purpose. The organisation has established an action plan and the Social Accountants have found that this is well under way and is expected to be delivered within the proposed timeframe. Information and finding from this and previous year's social accounting will be used to shape the refreshed strategy.



Denise Anderton, Social Business and Public Relations Director for CHCP CIC said:

*“To be a provider of excellent health care services means we are a social business, it is in our DNA. Our Corporate Social Responsibility is at the centre of what we do”*

Andrew Burnell, CHCP CIC’s Chief Executive said:

*“As a Community Interest Company, the social impact or value we make is always the focus of our attention, but our focus is bigger; we hold people to account and we can demonstrate our organisation’s aims and objectives through our Social Investment Strategy”*



## **As a further commitment to the development of the strategy, the organisation has established a new charitable arm, City Health Care Partnership Foundation.**

City Health Care Partnership Foundation will manage and monitor many of the organisation’s social investments. The objectives of the City Health Care Partnership Foundation are to promote and support health and wellbeing within the communities in which City Health Care Partnership CIC delivers services through:

- innovating and inspiring involvement and investing in the staff and services of City Health Care Partnership CIC and the community
- promoting and protecting both the physical and mental health of the patient community within the United Kingdom through the provision of financial assistance, support, education and practical advice
- advancing the education of the general public in all areas relating to health and wellbeing
- promoting and supporting health and wellbeing by way of grant-funding to charitable and community organisations.

Andrew Burnell said:

*“The Foundation’s objective is to galvanise and promote CHCP CIC’s social objectives, supporting the communities in which we work by raising funds and by gaining support from our staff to undertake pro-bono work. Since the Foundation was registered with the Charity Commission in April 2013, we have committed over £20,000 to community groups and staff fund-raisers. By involving our staff and the communities we serve we intend to continue to innovate, inspire and invest in this way and will do more and more of this.”*

CHCP CIC is bound by the Public Services (Social Value) Act 2012, which became law on the 8th March 2012. From 31st January 2013 commissioners and procurers of public bodies must adhere to The Act, which for the first time places a duty on public bodies to consider social value ahead of procurement.

The organisation’s mission statement encompasses its social value aspirations, “to grow a socially responsible commercial business that contributes to the wider wellbeing of the communities in which we provide services, from which the high quality and safe services delivered are personally responsive, caring and inclusive of all, and where people love to work.”

### Social Impact

Through investigation and rigorous scrutiny, the Social Accountants have found that CHCP CIC’s intention is clear.

**CHCP CIC has a genuine desire to be a social business that is truly**

**embedded within its local community for the benefit of the health and wellbeing of the population it serves.**

The organisation measures the social impact and value it creates and shows how it can aid the wider wellbeing of its catchment area by publishing this information, which is then available for examination and scrutiny.

CHCP CIC is committed to becoming a meaningful supporter of the local community and it demonstrates this in many ways. The small grants scheme, staff sponsorship programme and the eco-health grants scheme all pave strong links with, and benefit local staff and people through helping community groups and charities deliver beneficial activities that reach many, many people. Alongside these activities are other strands, which create value as a social business. The links with the Humber LEP and the work being done in areas such as local supply chain and sustainable travel equally display a significant commitment to social responsibility. The CISS (Carers’ Information Support Service) supports and benefits local carers whose work and efforts for their family and loved ones complement and enhance primary care services and this impact should be recognised but must not be diminished by support services. And, as one might expect, the organisation’s patient-facing activities easily demonstrate beneficial social impact through innovative services such as the Evolve (Eating Disorders Service), which appears to generate meaningful social impact on many levels, affecting not only patients but also their families, friends, employers and the wider circle of their local community.







## CISS (Carers' Information Support Services)

### Reason for being

Heather Kelly, City Health Care Partnership's CISS Manager described the service's reason for being:

*"The overall purpose of the Carers' Information and Support Service is to support all adult carers in any way possible. The service seeks out carers who are not known to statutory services and may not even recognise themselves as carers. Once a carer is on our radar, we do everything we can to make sure their needs are met.*

*"Meeting a carer's needs may include helping them access the Carers' Direct Payment (up to £250 in one year), a carer's break, signposting them to support groups, financial assessment, access to our educational programme and access our volunteer befriending service."*



### In the UK, one in ten people look after someone with a long-term illness or disability

This equates to over 6 million carers in the UK and approximately 25,000 people in Hull alone. Carers can be young or old and come from any background. Many carers have full-time jobs, support their own families or attend full time education. CISS supports unpaid adult carers in Hull providing practical advice, information and general support. Its main aims are to help carers feel less isolated, listened to and able to continue caring.

## Social Impact

Often carers in the UK work unpaid and for little recognition despite making significant sacrifices in terms of their own quality of life, as well as making a huge contribution to Britain's economy. A 2013 study by charity, Carers UK and academics at the University of Leeds concludes that UK carers are saving the country £119 billion a year.

The Carers UK report estimates that, based on 2001 census data, there are presently 6.44 million carers in the UK. Using the average hourly cost of local authority care (£18 per hour) as documented by the NHS Information Centre and the average time spent caring (2.8 hours per day), Carers UK can then reach the figure of £119 billion (An average of £18,473 per carer).

Full Fact (an independent, not-for-profit organisation that provides free tools, advice and information so that anyone can check claims made by politicians and the media) has commented on this research;

"Local Authorities currently spend £16.8 billion on caring for the 1.7 million individuals that fall within their remit. Assuming that the cost per person remained consistent, the taxpayer would have to shell out £37.6 billion extra to care for the additional 3.8 million not currently covered by councils."

CISS is working with community leaders, churches and groups, offering CISS premises for meetings and welcoming people of all ages, backgrounds and faith/spiritual communities to use the CISS for support. CISS has ten members of staff (i.e. 5 x full-time equivalents) and they are busy recruiting a strong team of volunteers (as at Jan 2014 the

service is boosted by input from 11 carefully chosen volunteers). They began a marketing communication campaign in 2013 to build awareness of the service generally and in particular to reach people in the community that perhaps don't even realise they are carers.

*a 2013 study by charity Carers UK and academics at the University of Leeds concludes that UK carers are saving the country £119 billion a year.*

## SROI Calculation

For every **£1** spent on delivery,  
**£31.70** worth of social value is being created



## Lee's Story

Lee Foster, 35, cared for his wife Sarah, 30, who had terminal cancer. They had two children, a boy aged three and a girl aged five. Lee had worked full-time for the same company for 16 years but at the time he accessed the Carers' Information and Support Service (CISS), he was on unpaid leave caring for Sarah and their two children.

In January 2013 Lee's aunt had suggested that Lee come to CISS as she believed he needed help. Lee's aunt was a great support to him and attended many of his appointments with him. Lee was supported by his family and friends, especially his parents, but there were no other professionals involved with the family except the palliative care nurses based at the hospital.

Lee was trying to ensure that his wife was receiving the best care she could whilst trying to maintain a normal family life for his children. Lee had no thought for himself and it was clear that he was in a very stressful situation and needed some support and advice. He met a support worker every week or two from the first meeting and initially Lee was resistant to other professionals being involved as he felt that he should be able to care for his wife and family himself. However, over time the service was able to provide Lee with advice, information and emotional support when it was needed. Whilst Sarah was still well enough, the family had a weekend break in Blackpool, which was paid for through a Direct Payment for Carers. Other services gradually became involved with the family and provided care for Sarah and support to Lee, including night sitters so that Lee could get some much-needed rest.

Sadly, Lee's wife died on 16 May 2013. Lee arranged a very personal funeral and paid a very moving tribute to his wife.

Since his wife's death, Lee has found life emotionally difficult and this has affected his mental health. Lee has embraced the services that can provide specialist help with this and is now coping with the loss and the challenge of being a single parent to his children.

CISS is continuing to provide support to Lee and will continue for as long as Lee feels it is useful.

Lee says:

*"The service is fantastic, it has really helped me. CISS told me where to go for what I needed and talking to someone about my situation really helped me a lot. Without their help I wouldn't have known where to go to get other services. I would say to other carers, you don't realise what help is available until you access the Carers' Information & Support Service."*

*CISS supports unpaid adult carers in Hull providing practical advice, information and general support.*



# Sustainable Travel

**Reason for being**

City Health Care Partnership CIC staff travel over 1.3 million business miles per year. In April 2013, as part of its wider ‘Sustainable Environment Policy’, the organisation implemented a new travel policy to replace an old policy that had been inherited from the NHS, which had been in place since the 1970s.

Elaine Nisbet, Employee & Learning Resource Director for CHCP CIC said:

*“The new travel policy was designed to facilitate a reduction in business miles to not only reduce the overall cost of business travel incurred by the business, but also to reduce travelling time and increase patient-facing time across our clinical workforce. The revised travel policy, and associated projects, will also make a positive contribution to environmental sustainability locally by encouraging the take up of ‘greener’ cars.”*



Only a 5% increase in business miles alongside a 39% increased headcount

## Social Impact

Since implementing the new travel policy, business miles have increased by only 5%, despite the increased headcount of 39%.

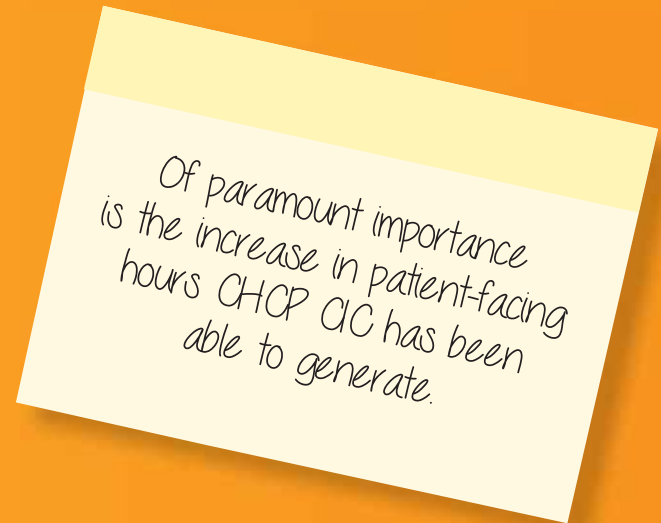
This is a very good indication that the new travel policy is doing what it was designed to do.

With the rationalisation of business mileage rates paid to staff from the old travel policy to the new (which was on average 65p per mile and now is 40p per mile) there is a significant saving here too, which contributes to the social value being created.

The Government has set a target to reduce CO<sub>2</sub> emissions levels (as they were in 2006) by 26% by 2020. The new travel policy contributes to CHCP CIC's efforts in this regard not only by reducing business miles, but also by encouraging staff to drive business and personal lease cars that are 'greener' – i.e. low emitting cars.

**29% of the CHCP CIC drivers have changed to low-emitting cars as a result of the new travel policy.**

However, the new 'Sustainable Travel Policy' is not just about cost savings and reducing carbon emissions. Of paramount importance is the increase in patient-facing hours CHCP CIC has been able to generate. The GP Out-of-Hours service is a good example. The team's use of innovative technology has enabled



the implementation of mobile working which reduces the time clinicians spend travelling which has a positive effect on increasing the number of patient facing hours for the out of hours GPs.

## SROI Calculation

For every **£1** spent on delivery,  
**£127.74** worth of social value is being created

## The GP Out of Hours Story

CHCP CIC's GP Out of Hours service has implemented mobile working in the last 18 months and now manages its workload of home visits by the use of three key elements:

- Patient management software on toughened laptops (Adastra on Tough-Books)
- An electronic view of GP vehicles and home visit requests (Map View)
- Satellite navigation devices integrated with the patient management software (TomTom working with Adastra)

The Out of Hours team uses toughened laptops (Tough-Books) connected to Adastra, their clinical patient management system, which works on a 3G secure network. This allows the team to transmit patient details at any time to a clinician (at base or while mobile), which means they can move patients between clinicians (when appropriate) to ensure that new patients who require a home visit can be allocated to the vehicle nearest their home.

The second element, Map View, allows team leaders back at base to see where vehicles are at all times and also where the outstanding work is. This means resources can be deployed to reduce the need for each vehicle to have a set workload. The team can move workloads between vehicles at any point. The unpredictable nature of our out of hours work means that additional home visits can come in at any point and this technology allows every home visit to be allocated to the vehicle best placed to deal with it.

The third element, the TomTom device, is linked to the patient management system. When a home

visit request comes in, a message is sent to both the Tough-Book and the TomTom. The Tough Book receives all of the clinical details and demographics of the patient and the TomTom receives the address.

Paul Wray, Service Manager, Out of Hours Primary Care service for CHCP CIC said:

*"You can imagine how much time all of this technology combined is saving across the entire team. Not only is the admin easier, but the travel time is also significantly reduced. As well as reduced business miles and reducing the organisation's carbon footprint, using technology in this way enables far greater efficiency in the way we manage our patient visits and most importantly it is freeing up valuable GP time which leads to more quality patient-facing time."*

CHCP CICs GP Out of Hours service manages its workload of home visits by the use of Tough-Books, Map View and TomTom







## Evolve (Hull Eating Disorder Service)

### Reason for being

Evolve offers support and interventions in the Hull area for those aged over 18 who have an eating disorder. The service aims to deliver treatment in the community (locally) as alternative to out-of-area inpatient programmes.

Nicky Guilfoyle, CHCP CIC's Head of Psychological Wellbeing and Eating Disorder Services described Evolve's reason for being:

*"It is important for all clients to be able to recover at their own pace, within their own home, within their own surroundings and with the people important to them around them for support. The prognosis with this approach is far better. Treatment for this client group historically has been so specialist it has not been something that the local health services in Hull have been able to focus upon. The new Evolve service brings the opportunity to offer treatment in Hull for this client group in a more comprehensive form than has ever previously been known."*



**The main focus of Evolve is to provide support for people with eating disorders in their own home environment.**

This is the second year Evolve has been reviewed by the social accountants. This service was included in last year's (2012/13) Social Accounts report but it was very new at the time and CHCP CIC felt it important the social accountants revisit the service again this year to review progress and social impact.

Nicky Guilfoyle said:

*"In the last 12 months, Evolve worked hard to identify the right building from which to develop and deliver its new service. Having looked at many premises options we secured our current building in August 2012 and much work was undertaken to design and furnish the building to meet our high standards. We wanted an environment that was welcoming and relaxing and did not have any feel of a hospital or clinic setting. The building was eventually ready for us to occupy in May 2013 and since then we have been able to see our clients here."*

The social accountants have explored the Eating Disorder Quality of Life Scale results captured by the team to gain understanding of the progress being made by clients in Evolve's care, recognising that it is important to look at the size of the step change made rather than the actual scores for individuals, as the scores are unique and different for everyone.

## Social Impact

In their endeavours to measure the social impact the Evolve service is likely to have on adult eating disorder sufferers and their families and carers in the Hull area, the Social Accountants have reviewed a number of research sources that attempt to quantify the extensive social costs of eating disorders for the individual, the people close to them and the wider community. The findings reinforce the prevalence and seriousness of these conditions and how incredibly important the new service is. The debilitating effects of eating disorders can lead to great suffering for the individual, their families and the community and this is magnified by the difficulty people face in

accessing timely and appropriate treatment in the right setting. Delays in diagnosis and access to care can exacerbate and prolong the illnesses, costing the community and affected individuals very dearly. Many of the consequential effects of eating disorders are difficult to quantify in financial terms but the impact on the person and the people closest to them can be devastating and have consequences well beyond the family circle. The consensus of opinion across the world is that the burden of living with eating disorders leads to a tragic waste of personal and economic potential.

The social impact being created by offering eating disorder clients the opportunity to recover at home, rather than being sent out of area promises to be phenomenal. According to B-eat, the leading UK Charity that supports people affected by eating disorders, research in Australia suggests the average duration of anorexia nervosa is eight years and bulimia nervosa five years. However, B-eat also say that research into enduring eating disorders shows that these illnesses can last for many years, having a debilitating effect on the sufferers and their families.

## SROI Calculation

For every **£1** spent on delivery,  
**£12.91** worth of social value is being created

## CASE STUDY

### Charlotte's Story

Charlotte started her treatment for bulimia and binge eating with Evolve in November 2012.

*"Before I came to Evolve, I was lost, I didn't believe there was any way of getting better or helping myself, so I just got on with it and I left it very late to ask for help. I didn't realise how bad I'd got or how much it was affecting me until I came to the service and it was a real turning point.*

*"I had one-to-one sessions with an Eating Disorder Practitioner over about six months and she helped me to help myself. She gave me the tools but I still had to go out and use them.*

*"I still have bad days but I've come to terms with that and I can manage better now with the skills I've been taught. I do have binges but they last a couple of days instead of months, I understand my own thoughts now and I feel more in control.*

*"I wish I'd got help earlier, not wasted 10 years struggling to cope on my own. The first step is admitting you need help; once you're here at Evolve, you feel so comfortable. The service is very personal and I didn't feel nervous, I just felt at home and like I could say anything I wanted without being judged. The service has made a massive difference to my life."*

*The social impact being created by offering eating disorder clients the opportunity to recover at home, rather than being sent out of area promises to be phenomenal.*







## Social Impact

### Small Grants

The activities of the Small Grants programme provides an opportunity for local voluntary and community organisations and other not-for-profit organisations to contribute towards the health and wellbeing of people living in the areas in which CHCP CIC provides services by accessing a small grant that will safeguard or sustain an activity. The programme provides grants or donations of up to £1,000 to carry out activities, projects or one-off events that require an element of sponsorship. The scheme is widely publicised and is open to any organisation that can benefit the health and wellbeing of people living in CHCP CIC's areas of delivery. The organisation or group must have been established for longer than one year and have a turnover of less than £30,000 and the project needs to be led by volunteers. CHCP CIC operates strict guidelines on the type of organisations and the type of projects that are likely to be supported by the programme so that any donations or grants meet CHCP CIC's Corporate Social Responsibility.

**A total of £17,109 was awarded to 29 applicants to the Small Grants programme between April 2013 and February 2014.**

### Staff Sponsorship

The aim of the CHCP CIC Staff Sponsorship Scheme is to provide an opportunity for employees to apply for a donation of between £250 and £1,500 funding for charitable activities that they are involved

with that require financial sponsorship. The wider outcomes of this sponsorship must be shown to have an impact on the end beneficiaries' general health and wellbeing and the scheme will provide donations that contribute towards charitable sponsorship activities and one-off events or projects that can be of local, national or international benefit.

Activities of direct benefit to the local community could include sponsorship for the employee's involvement in local health-based charity events.

Where employees seek support for activities that are of a national impact, as well as demonstrating the health and wellbeing benefits to those communities concerned, they should also be able to demonstrate the benefits of this locally in terms of the employee's personal development or other related impacts and profile-raising at a local level.

**A total of £9,900 was awarded to 14 applicants to the Staff Sponsorship scheme between April 2013 and March 2014.**

CHCP CIC make grants available to staff, community groups and small local charities in order to help promote or improve health-related initiatives.



## Eco Health Grants

In Quarter 1 of this financial year, CHCP CIC announced a special one-off round of Eco Health grants, offering funding of up to £10,000 for projects that link environmental activities to improving the health of local communities. Two organisations were successful in obtaining Eco Health grants: Friends of Pickering Park and Environmental and Management Solutions. Friends of Pickering Park received £10,000 to develop an assault course and outdoor gym for children, with the main objectives being to increase activity and exercise in children and reduce the level of child obesity in the local area. Environmental and Management Solutions (EMS) received £7,800 to go towards their project of turning a landlocked, redundant garage site in east Hull into a community allotment, accessible to everyone to provide a space where families can enjoy fresh, seasonal produce and promote spending time in the open air, doing physical activity.

## SROI Calculation

For every **£1** spent on delivery,  
**£33.90** worth of social value is being created



## Karen Milton's Story

Engaged staff tend to have a raised awareness about the organisation's wider community-centred goals and commit to their 'owned' projects with a strong resolve, fully aware of the impact their efforts have upon external groups or projects.

Karen is a health visitor at CHCP CIC and in her role had worked for over five years with a young girl, becoming involved with the family as they confronted her terminal illness. The young girl died at the tender age of five years and five days. During her short life, the Wish upon a Star charity helped her go to Lapland to see Santa and this proved to be the 'highlight' of her short life.

Karen was affected by this event and determined to raise funds and respond in a positive way that would benefit others in the future. After gaining the family's consent, she decided upon a memorial charity race night to raise funds for the charity as a way of giving something back to the organisation that had brought some joy to the young child's life. The process helped the family in their grief as they looked forward to helping another family having to cope with the pressures of dealing with a terminally ill child. Giving someone else the chance of generating special memories for their child provided the grieving family with a sense of positive contribution and helped them move forward with their lives. As a health visitor, Karen is still providing bereavement support and the 'giving' nature of their fundraising has had a positive effect on their grief, improved their sense of wellbeing and

hopefully helped counter the effects of depression and improved their mental health.

Karen was well aware of the health objectives for sponsorship required by her employers and her effective idea managed to tick all of the required boxes as it led to improvements in health and wellbeing of adults, children and young people. Her project sought to manage specialist areas of health and wellbeing such as mental health and bereavement. The social impact to Karen is that her attitude to her employer clearly demonstrates that CHCP CIC is a place where people love to work and has encouraged her to make positive changes to her working life as well as her environment and community.

*Engaged staff tend to have a raised awareness about the organisation's wider community-centred goals*



## Friends of Pickering Park

The Friends of Pickering Park, formed in January 2007 with the aim of updating the park and broadening its appeal, carried out surveys among Park users and local residents.

The general consensus showed a majority believed that there was nothing in the park for older children to occupy their time. Accordingly, plans were drawn up, solidified by further surveys among local school children, then grants sought to build an Adventure Zone. Insufficient funds were available to complete the whole project so the top five wishes of the children were installed: a zip wire, nest swing, cycle track, perch bars and wobble dishes with funds left over to add a timber bench and timber picnic tables and seats. It was termed it 'exercise by stealth' as all of the pieces chosen provided some sort of exercise during play. Although the Adventure Zone gained popularity as soon as it was installed, the children still wanted things to climb.

Another round of fund-raising was instigated leading to the installation of the trim trail/assault course. The CHCP CIC grant covered the hammock net, a rock wall leading to a hammock to cross to the other rock wall and able to accommodate up to eight children at a time, the net cone and the hexagonal climber with panels of rungs, ropes and nets to climb, again able to take eight children at a time. Other pieces include a springboard balance beam, monkey bars with trapeze rings, tyre walk, tyre bridge, triple zig-zag balance board, log crossing and pole climber. Again, all of these pieces provide exercise through play.

Further funds were obtained to install an outdoor gym; three pieces are child-size so that families are

encouraged to come down to the park and once the children want to move on to the trim trail or zip wire then the parents can still use the gym equipment and watch over the children at the same time. On the first sunny weekend after the equipment was installed, queues were forming to use individual pieces! Everything is free of charge, available 24/7 and set in beautiful surroundings overlooking the lake. This is healthy living in open spaces, encouraging exercise without blood, sweat and tears (everything is surrounded by surface matting), often without the children realising they are exercising. Parents waiting for their children are actually talking to each other, thereby increasing social cohesion.

Once the CHCP CIC grant was awarded it encouraged others to support the project, which has boosted the reputation of the Friends of Pickering Park for its work for the local community.

Although it has not formally been measured a local CPSO has commented on the reduction in anti-social behaviour in the area since the equipment was installed.

Pat Tharratt, Secretary for Friends of Pickering Park, said,

*"It is difficult to be sure exactly how many people are actually benefiting from this initiative, but it's a lot. My conservative estimate would be somewhere in the region of at least 500 people per annum but it is very likely to be nearer to 1000 people."*



# Local Supply Chain

## Reason for being

The Board of Directors agreed and put in place obligations for good financial and management practice within the Standing Financial Instructions. This provides clear instructions as to how employees should manage their budgets to ensure that patients receive the highest quality care possible without loss of service. Procurement plays its part by ensuring that best value for money and best quality is being achieved.

The process follows set financial thresholds, which impacts on the particular market chosen for procurement. For example goods and services with a contract value of £0-£50K will normally be bought from the 'local' supply chain. Goods or services with a contract value greater than £50K will normally be put out to tender nationally, which means both national and local suppliers can tender for it.



Mark Algar, Interim Head of Procurement, CHCP CIC said:

*"The Social Value Act provides the platform for social change from the context of procurement within the supply chain. From February 2014 all procurement conducted by CHCP CIC will seek to determine how bidders, whether local or national, will positively impact our local economy. We will include relevant questions within all procurement documents, making reference to the Social Value Act within the contract for the procured requirement to enable CHCP CIC to monitor the suppliers' performance within this regard."*

Mark went on to explain that as a result of good practice over 80% of contracted expenditure is under contract with local businesses.

## Social Impact

Paul Hillary, Company Resources Director, CHCP CIC said:

*"Our Procurement Strategy demonstrates our desire to maintain the local supply chain and to support the businesses that exist within it, however CHCP CIC must continue to give all suppliers a fair and equitable chance when they are bidding for CHCP CIC contracts. These contracts are on the whole held with local suppliers and CHCP CIC is very keen to support the local economy through procurement and supporting local businesses for growth, innovation and best practice wherever and however we can. "*

The local supply chain provides much of the low to medium value provision required to run the organisation in the majority of cases and some of the higher level provision too. However, CHCP CIC procurement team have told the social accountants they are keen to put in place tendering training for local business to help them become better equipped when bidding to supply higher value goods and services to the organisation.

Plans are afoot to move forward with this in 2014 and Mark Algar, Interim Head of Procurement at CHCP CIC is already talking to the local Chamber of Commerce about the best ways to co-ordinate this. He said: "This kind of training for businesses in Hull and the East Riding will not only help them to access the procurement opportunities we have, but will also enable them to bid for other work regionally and nationally with more confidence. We see this contribution to up-skilling the local

As a result of good practice over 80% of contracted expenditure is under contract with local businesses.

supply chain as key in the support of its growth and development. We also believe it will have a positive impact on the quality of service local businesses provide generally through improved practices, innovation and the experience they will gain from working on other contracts."

The Social Accountants have seen clear evidence that CHCP CIC cares about the local supply chain and is doing all it can to support it and is planning to do even more.

## SROI Calculation

For every **£1** spent on delivery,  
**£25.04** worth of social value is being created

## The New Build Project

The New Build Project is a good example of how the organisation is doing its bit to maximise the local supply chain. This is City Health Care Partnership CIC's brand new office building based on Beacon Way off Brighton Street in Hull, which was completed in December 2013 and newly occupied by CHCP CIC staff on 27 January 2014.

Up until January 2014 City Health Care Partnership CIC accommodated just under 100 members of staff in two leased office blocks, adjacent to each other, on the Priory Park business park in Hessle. Over the last three years, the organisation has expanded significantly adding new teams: Community Paediatrics, Bridlington Minor Injury Unit & GP Surgery, Knowsley Smoking Cessation and two new, wholly-owned Pharmacy subsidiaries. This as well as the organic expansion required to manage existing community health contracts meant the corporate team were rapidly running short of space.

An opportunity presented itself when management became aware that Horncastle Group PLC had commenced a speculative office block development at the next junction along from Priory Park on the A63.

CHCP CIC worked with the developer so that they could incorporate their requirements when going out to tender to the marketplace for a suitable construction partner. They then selected suitably qualified and experienced building contractors that had expressed a desire to tender for the work following regional and internet based advertisements.



Paul Hillary explained:

*"We were keen to work with local suppliers and made this clear up front, however the ERDF funding secured for the development meant the developer was not able to favour local suppliers. We accepted that a local economy cannot be expected to always have the appropriate skills set for every project anyway and we knew the developer had the knowledge and experience to select construction firms with the requisite skills and quality of workmanship. We were pleased when local builders PDR Construction Limited won the contract; not only have they done a first-class job for us, but they also have a 'local supply chain' policy themselves and use local labour and suppliers for all their projects wherever feasible."*

## CASE STUDY

Horncastle already had the architect's drawings and planning permission in place when CHCP CIC made the commitment to buy and PDR Construction Limited came on board but CHCP CIC were very involved with the interior design making the new build fit-for-purpose. Another local supplier was appointed to design and fit the interior for which CHCP CIC went out to tender as well. Red Frog Design, a commercial interior design and fit out company, were awarded the contract.

With a BREEAM Rating of "Very Good" for environmental performance, the new building ticks all the right boxes. The Business Support Centre is more than big enough to accommodate the corporate services team, allowing room for expansion. There are hot desk facilities, training suites, a designated staff area, tele-video conferencing facilities and showers for those who cycle to work. It is modern with lots of breakout spaces and it has been ergonomically designed to help increase the productivity of the staff based there.

*City Health Care Partnership CIC's brand new office building is a good example of how the organisation is doing its bit to maximise the local supply chain*





# Humber LEP Skills Pledge

## Reason for being

CHCP CIC has signed up to the Humber Local Enterprise Partnership's (Humber LEP) Skills Pledge which is a framework of six pledges where businesses and organisations promise to up-skill and train their workforce in order to give the local economy the best chance to grow by having a better-trained and appropriately skilled local workforce.

Quote from Lord Haskins, Chair of Humber LEP, said:

*"We want to use the Humber Skills Pledge to raise awareness of what skills investment can achieve for businesses, the local economy and local people. A few relatively small actions, if taken up by enough businesses, can have a very positive impact on their own companies as well as on the prospects of people in their local communities."*



## The pledges

1. Invest in increasing skills of your workforce
2. Offer a work placement to a young person or adult
3. Mentor a budding entrepreneur
4. Offer an apprenticeship
5. Employ a local graduate
6. Support the development of employability skills

## Social Impact

The Social Accountants have evidence to suggest that:

**there is significant social impact being made within the local community through CHCP CIC having taken the Skills Pledge.**



This is apparent within its own workforce and with many examples of engagement with non-employees in partnered working arrangements and other networks and associations.

Quote from Denise Anderton, Social Business and Public Relations Director, CHCP CIC:

*"We have a responsibility to help develop regional economic growth because such growth will directly impact on the local community's wellbeing. We have a job to do and play a part in keeping the local economy moving through the provision of high quality health care."*

#### Invest in increasing the skills of your workforce:

The organisation is working towards key stage 2 literacy and numeracy across the board within its workforce and offers company-wide (not just clinical) Continuing Professional Development (CPD), which is a structured approach to learning to help ensure competence to practice.

Where structured or more formal up-skilling programmes are requested or necessary, the organisation can access finance from the Support Staff Learning & Development Fund to fund a range of learning programmes through the range of National Vocational Qualifications (NVQ) and Institute of Leadership & Management (ILM) qualifications. The organisation has developed a partnership with the University of Kingston-upon-Hull's Business School to contract a Management & Leadership Development Programme where individuals have access to (NVQ) Level 7 qualifications, which recognise highly developed and complex levels of knowledge, enabling the development of in-depth and original responses to complicated and unpredictable problems and situations. Learning at this

level involves the demonstration of high-level specialist professional knowledge and is appropriate for senior professionals and managers; Level 7 qualifications are at a level equivalent to Master's degrees, postgraduate certificates and postgraduate diplomas.

The organisation is in development in Specialist Community Services (SCS) of the role of Clinical Nurse Specialist within Sexual and Reproductive Health Care Services and within the GP Out of Hours services. These developments included access to autonomous practitioner modules and non-medical prescribing courses and encourage nurses to remain in clinical practice, resulting in an enhanced workforce for local patients.

Because of the conceptual nature of this activity the Social Accountants have not performed an SROI calculation for Humber LEP Skills Pledge. The social impact is demonstrated in the information and case studies below.

#### Mentor a budding entrepreneur:

Andrew Burnell, CEO of CHCP CIC, is an active member of For Entrepreneurs Only (FEO), which is a Community Interest Company made up of like-minded entrepreneurs representing successful businesses of all sizes and sectors. Its members share a common goal: to help rebuild the local economy by creating more private sector jobs for the future. Members give time, energy, passion, resources and commitment to support a calendar of bespoke events and activities that aim to inform, motivate, educate, inspire and support others.

#### Offer a work placement to a young person or adult:

The organisation has worked with Hull CVS to offer 12-week placements to young people not in employment, education or training (NEETS), resulting in some gaining substantive employment within SCS.

A peer-educator scheme involves the bank employment of young people aged 16 to 24 to offer level one sexual health support to their peers at outreach events in Hull. This has proved very successful in enabling CHCP CIC to attain national KPIs for Chlamydia screening.

#### Offer an apprenticeship:

The business unit of CHCP CIC has been involved in offering many apprenticeship placements, for example via the '100 Jobs for 100 Young People, Hull City Council Project'. Nine apprenticeship placements have been given during the accounting period, resulting in five of these now being in full time employment across the organisation.

#### Employ a local graduate:

The organisation has employed a local graduate on its public health promotion team; this post now leads on events management. A second graduate has been employed within the communications team and now fulfils a high-calibre communications role for CHCP CIC.

#### Support the development of Employability Skills:

CHCP CIC takes work experience in dentistry and paid employment to people undertaking their dental nurse training, including mature students. This work experience is very rarely made available and so gives vital experience in a field that may not have been otherwise accessible.

The organisation often makes presentations in local schools and colleges to give pupils and students the opportunity to learn the true expectations of a major health care employer in its recruitment process.

CHCP CIC also has strong links with Job Centre Plus and with several charitable organisations working within the field of 'employability' and frequently contributes help, mentorship and guidance to job seekers and attendees of Hull CVS, Cat Zero, City Works and Enterprising Youth. The organisation is developing a teaching pack in partnership with Hull College which forms the foundation degree in health promotion.



## Invest in increasing the skills of your workforce:

### Lewis Foster's Story

Lewis Foster found employment with CHCP CIC through an apprenticeship offered by HYA Training. He started this role in March 2012. Initially Lewis' role involved covering the reception desk at the Health Central facility as well as assisting service users as they attended.

Lewis gained his NVQ Level 2 Business and Administration qualification during this time and he utilised these skills in his workplace. This involved assisting with the generation of new reporting procedures for attending clients, introducing new filing systems for client records and generating databases to help with managerial reports. Lewis started working within the Healthy Routes admin team twice a week to contribute to a summer outdoor gym pilot programme which included inputting, extracting and presenting the associated outcomes and activity.

Lewis' hard work paid off and he was offered a full time fixed term 12 month contract at the end of the apprenticeship. Lewis has utilised and developed his skills and has been involved in further projects such as the East Riding Health Check Pilot. Lewis's main contribution has been the development of a database and data collection templates for the Oral health Promotion Team as part of their transfer from dental services to public health.

Lewis is enjoying his role and the diversity it brings and says, "I feel I have grown immensely since finishing my apprenticeship. I have become

confident in working in an office environment, have learned many new and useful skills and have developed as an administrator. I am grateful to CHCP CIC for the opportunity I have been given and hope to be with the company for many years to come and to make use of the opportunities to develop myself further. I have enjoyed my time with CHCP CIC and feel that working for the company has had a large impact on me as a person."



*Nine apprenticeships placements have been given during the accounting period, resulting in five of these now being in full time employment across the organisation.*

# Combined SROI calculation and conclusion

## SROI – Social Return On Investment

City Health Care Partnership CIC has tasked the Social Accountants with putting the SROI Network's Accounting for Value Framework at the heart of the exercise. This framework was developed in 2008 as part of a 3-year programme on measuring social value funded by The Cabinet Office and provides a level of consistency and a shared language regarding social value. It leads to a ratio of 'benefits to costs' to be calculated. For example, a ratio of 3:1 indicates that an investment of £1 delivers £3 of social value. It is important to remember that SROI is always about value, rather than money. The ratio is an illustration of social value and should be considered in the context of the narrative and case studies in this summary, which provides an interesting perspective of the social, economic and environmental impact being achieved.

Nick Hurd, Minister for Civil Society said:  
*"I want to see the practice of measuring social impact become a routine part of doing business for organisations delivering social goods and services; just as a focus on the bottom line – measuring profit and loss – is core to the activities of any mainstream business."*

**In calculating SROI, financial proxies are used to estimate the social value of non-traded goods to different stakeholders.**

Just as two people may disagree on the value of a traded good (and so decide not to trade), different stakeholders will have different perceptions of the value they get from different things (e.g., from CHCP CIC's vast range of community health services). By estimating this value through the use of financial proxies, and combining these valuations, we arrive at an estimate of the total social value created by an intervention. There are several techniques available for deriving financial proxies for SROI and many involve asking the stakeholders involved to compare the value of the intervention directly with either other relative things or in terms of how much they value it against something else.

## Process & Stakeholder Engagement

The Social Accountants have employed a range of engagement practices including face-to-face meetings, telephone conversations, email contact, questionnaire, polling and market research techniques to engage with stakeholders and study each area of activity with the degree of rigour necessary to return an accurate report.





If all of the activity areas that were considered within this report were given a combined calculation the Social Accountants have calculated an average SROI ratio of £1 : £22.36.

**SROI is about value rather than money.**

The table opposite is an abridged version of the combined SROI calculation:

Overall SROI Calculation

For every **£1** spent on delivery,  
**£22.36** worth of social value is being created

ACTIVITY	INPUTS	QUANTITY OF CHANGE	VALUE OF CHANGE (£)	SUBTOTAL (£) <i>(less deadweight, displacement and attribution)</i>
Small grants	£20,000.00	1023 – mean average of beneficiaries from the grants	5,892.00	901,113.64
Staff sponsorship	£10,000.00	14 – staff members supported	5,283.00	73,962.00
		434 – estimated people helped by charitable activity	9,666.00	41,950.44
Local supply chain	£6,720.00	758 – local construction person days	150.00	82,148.25
		204 – local management person days	250.00	51,000.00
		606 – people not requiring distance travel to work	58.00	35,148.00
CISS	£335,129.00	1,000 – estimated carers reducing NHS resources	5,838.00	4,670,400.00
		1,000 - estimated value of support benefit	7,443.00	5,954,400.00
Sustainable travel	£5,000.00	42,018 – reduction in CO2 emissions	70.00	2,941.26
		447,823 – reduction in miles travelled	0.65	291,084.95
		1,378,760 – saving on miles travelled	0.25	344,690.00
Evolve	£425,800.00	300 – number of clients helped	14,000.00	4,200,000.00
		352 – number of clients receiving treatment in Hull	675.00	237,600.00
		75 – fewer hospital admissions	2,708.00	203,100.00
		150 – fewer A&E attendances	195.00	29,250.00
		300 – clients managing their disorder at home	2,762.00	828,600.00
<b>TOTAL</b>	<b>£802,649.00</b>		<b>£54,990.90</b>	<b>£17,947,388.54</b>

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### Providing Quality Care

City Health Care Partnership CIC is an independent 'for better profit' and co-owned Community Interest Company responsible for providing local health and social care services.

Registered in England No: 0627 3905

