

National Care Forum

Leading the Way: The Distinctive Contribution of the Not-for-Profit Sector in Social Care

Paper 3: Added Value and Social Capital

June 2012

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Introduction

The Institute of Public Care at Oxford Brookes University (IPC) has been commissioned by the National Care Forum (NCF) to produce a series of three papers which provide an overview and practical examples from NCF members of the distinctive contribution made by the not-for-profit sector to social care. The three papers cover:

- People: not-for-profit organisations as good employers.
- Innovation: not-for-profit organisations as deliverers of innovative and creative forms of care.
- Value: not-for-profit organisations as providers of added value and social capital.

This third paper focuses on the distinctive contribution that the sector makes to added value and social capital through social care practice. It illustrates the wide variety of extra contribution which not-for-profit organisations make, not only to those they care for, but the communities within which they work. These examples demonstrate why added value is significantly more likely to be offered by the not-for-profit sector, at a time when public policy requires a more broadly based contribution from organisations that deliver social care.

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Leading the Way: The Distinctive Contribution of the Not-for-Profit Sector in Social Care

Paper 3: Added Value and Social Capital

1 Introduction

This is one of three related papers that explore the distinctive contribution which the not-for-profit sector makes to social care. It explores the concepts of social capital and added value and how they are particularly characteristic of the approach of organisations in the not-for-profit sector.

There are many definitions of social capital, most of which refer to concepts around the good gained as a result of forms of collective social action. As Dekker and Uslaner suggest:

*'Social capital is about the value of social networks, bonding similar people and bridging between diverse people, with norms of reciprocity'*¹

So, for example, adding value through increasing social capital might involve making sure services offer the maximum opportunities for employing local people, promoting good neighbourliness, or opportunities for local people to give voluntary time to supporting people with care or support needs.

Commissioners of social care are increasingly keen to attract added value from services, particularly by increasing social capital, and usually look to the not-for-profit sector who have traditionally had a strong record in providing volunteer opportunities, making use of community contributions and responding to local employment conditions. A number of local authorities now incorporate expectations about promoting social capital activities into their assessment of potential service providers. East Sussex County Council, for example, in its Grants Prospectus process states that:

'The voluntary and community organisations that make up civil society provide both the structure and the opportunity for people to become more

¹ Paul Dekker and Eric M Uslaner. 2001. 'Introduction.' Pp. 1 - 8 in *Social Capital and Participation in Everyday Life*, edited by Eric M Uslaner. London: Routledge

*engaged and active in their communities. This results in bonds and networks being formed between diverse people and organisations which have a shared goal or interest*²

While not-for-profit organisations delivering public services must operate as effective and well-run businesses in the social care market alongside statutory and private organisations, they are at the same time also members of the wider civil society. Civil society organisations operate independently and are seen by the Government as crucial in enabling people to take an active role in their communities. Indeed many not-for-profit organisations specifically include a commitment to such activities in their stated values.

Social care services need to be connected more effectively to other areas of public services, so that a more holistic approach to individuals and their communities can be developed. As a result the contribution of not-for-profit organisations is more important than it has ever been. They are experienced at challenging silo-thinking and engaging many different people, with different skills and contributions, to work together to secure better outcomes for the common good. When, for example, a charitable trust provides school children with properly supervised opportunities to give voluntary support to older people the successful outcomes are not just for the older people concerned. They can be seen in children's learning, higher confidence levels, and an improved sense of community involvement and responsibility for all concerned.

This paper describes a number of different areas where social care services can offer added value through social capital, and provides examples of the kind of differences made by members of the National Care Forum.

2 Leadership

One of the major strengths of not-for-profit organisations is that they provide, in their various legal forms, a means for individuals and groups to come together to meet needs and address problems about which they care deeply. In many cases these organisations are long established and nationally known charities, but new organisations are being established all the time. The Charity Commission indicates that there are currently over 160,000 charities within England and Wales with an overall income of £52 billion. In addition there are many mutual societies and community interest companies. While the legal formats may differ, all share the quality of being not-for-profit, and typically embrace formally agreed and registered objects and values. These characteristics mean that those responsible for their governance are committed to the organisation's mission and often offer their skills and experience without payment. Not-for-profit organisations are trusted by the public because of the principles and values they represent.

² East Sussex Commissioning Grants Prospectus. East Sussex County Council. February 2012

2.1 Governance

The trustees of charities and other types of not-for-profit agencies have the ultimate responsibility for running their organisations and their property, finances and the employment of any staff or volunteers. They are also responsible for the development of longer-term strategy. In larger organisations, they will of course have senior managers who undertake this work on a delegated basis, but theirs is the ultimate responsibility.

Charities alone involve 900,000 charity trustees in England and Wales.³ As the Charity Commission Guidance suggests, in its advice to new Trustees:⁴

'Effective trustee boards need a range of people with a good mix of skills. The best boards are also diverse, with people who have a real understanding of the needs to be met and others with good financial, business and management experience. The rewards of working with, and learning from, people from different backgrounds and skills will be great.'

The National Care Forum estimates that its membership of over 70 organisations together provide care and support services for 100,000 people, with 80,000 employees, and 20,000 volunteers.⁵ The Board members involved add at least another 800 committed contributors to this overall effort, and together manage a turnover in excess of £1.5 billion. The experience, networking and practical help provided by those Trustees is a major social capital asset in its own right.

2.2 A long-term perspective on value

Each not-for-profit organisation is established to achieve a particular mission. As a result the organisation's values are central to its activities, rather than being dominated by the profitability requirements of shareholders. Surplus is reinvested to develop new services or bring added value to existing services. Unlike the statutory sector, funds can be carried over year-on-year to invest in development and a longer-term view can be taken allowing for services to grow and develop over a period of time.

An example of these qualities is described by Kim Foo, Chief Executive of Heritage Care Group, which was formed in 1993 as an Industrial and Provident Society and part of English Churches Housing Group. It became a charity in 2010. Heritage Care is a care and support provider with a range of flexible individualised services which support older people and those with learning disabilities and mental health support needs. Services across 130 locations in the Midlands, London and the South East include supported

³ Charity Commission for England and Wales - The Essential Trustee - in www.charitycommission.org.uk

⁴ Charity Commission for England and Wales - The Essential Trustee - in www.charitycommission.org.uk

⁵ National Care Forum Annual Review 2011

living, domiciliary services, extra care schemes, registered care homes, day services and respite/short break services. Kim describes one particular example of how Heritage Care Group was able to add to social capital:

'We were approached by a property developer who had built 5 two-bed roomed houses in a cul-de-sac in a village in the East Midlands. At the same time, we were aware that the council had a large number of people who were placed in residential care out of area, or who were unable to move on from assessment and treatment units. We offered to assess the needs of identified individuals and co-design a support package with the prospective tenants so that their support could be customised to their exact requirements. Having been given the costings of people's placements we were able to guarantee that we would provide a better service at a reduced cost.'

Work was undertaken with the landlord to ensure that each property was suitable for the needs of each individual who was moving in. Preparing the properties, recruiting staff matched to the needs of each person and undertaking the transition process in a way that met the needs of each person took time. It was 18 months before all ten individuals moved in to their new homes and this meant that initially the service ran at a loss. However, Heritage Care decided that the inevitable short-term losses would be offset by the long-term gains. The project has now expanded with more individuals who live in the village being supported for a couple of hours a week, using personal budgets.'

Taking a mature perspective on costs and income, and working with people, carefully allowed Heritage Care Group to take a long-term perspective on their role, and, like many not-for profit organisations, to add to social capital by helping their service users to build their own skills and have a positive experience of change.

2.3 Corporate social responsibility

Not-for-profit organisations lead the sector in thinking about and behaving with corporate responsibility, and they are also able to offer other organisations the opportunity to do so similarly.

In terms of sourcing materials, buying responsibly, and operating in an environmentally friendly way, not-for-profit organisations, including National Care Forum members have a strong track record.

For example, Bupa Care Services offer short and long term nursing, residential and specialist care in over 300 care homes in the U.K, caring for over 18,000 people, around 70% of whom are publicly funded. As part of the wider Bupa Group, Bupa Care Services is committed to building a well world.

In May 2012, Bupa is announcing key goals that will help them to keep people well and support a healthy planet. Their goals are to empower 60 million people to make positive changes to be healthier and happier by 2015, and to support a healthier planet by reducing their carbon footprint by 20% by the same date.

In 2011, Bupa was successful in reducing the global carbon footprint by 4.7% as compared to 2009, and some key points about Bupa care homes and the environment are as follows:

- Bupa's 300+ care homes in the UK make up 46% of total Bupa carbon emissions.
- Bupa care homes have made a 7.7% reduction towards our 20% carbon reduction target since 2009.
- In 2011 Bupa invested over £3.7 million on energy improvement projects. These projects targeted boiler plant replacements, building energy management systems controls, insulation, energy efficient lighting and retrofit renewables.
- For the period 2012-2015 Bupa will be investing a further £12 million on energy improvement projects.
- In 2011 Bupa achieved a recycling rate of 31% and aims to achieve a 40% rate. The organisation is currently piloting food waste collections in the south east of England to help achieve this target.
- Since 2010, Bupa has had a partnership with the Royal Society for the Protection of Birds (RSPB) to create and preserve wildlife habitats around its care homes, and to bring residents closer to nature. The partnership sees Bupa residents taking an active role in preserving many of the bird species now in decline across the UK.

Bupa Care Services is part of the much wider Bupa group, and as such adheres to Bupa's published principles of Corporate Social Responsibility in purchasing.⁶ The statement includes the following commitments:

'Bupa will proactively promote sustainable practices and products throughout the supply chain without jeopardising future security of supply. The following principles are advocated by Bupa and should be observed by all purchasing and supply management professionals:

Ethical Trading

All our purchasing activities will be transacted with due regard to the needs and challenges of all involved parties.

Social Responsibility Human Rights

We will honour, observe and not exploit fundamental human entitlements.

⁶ http://www.selling2bupa.com/pdfs/bupa_principles_corporate_social_responsibility.pdf

Workplace Relations

In our purchasing activities we will commit to improve our organisation's performance in relation to equality and diversity and employment conditions.

Health & Safety

We will promote continuous improvement in the health and safety conditions of workers in our supply chain.

Impact on Society

We will add value to the communities and societies upon which our organisation has an influence, either directly or indirectly

Environmental Performance

We will seek to minimise negative environmental impacts, from local to global, associated with the goods and services acquired with respect to manufacture, transport, use & disposal.

Biodiversity

Through our purchasing activities we will proactively avoid reducing the number of interdependent species around us.

If anyone believes that any of these principles has been broken they should report the matter to the Group Purchasing & Property Director for investigation.

Of course principles such as these are found in other sectors, but such commitment, and the actual delivery of that commitment in practical action is a particular characteristic of not-for-profit organisations, whatever their size and turnover.

Many National Care Forum members provide opportunities for other organisations to meet some of their social responsibilities by accepting staff from other organisations to work in a voluntary capacity with them. For example, Jewish Care (whose wider work with volunteers is described later) works with a number of corporate partners. Statutory bodies such as the Department of Work and Pensions, and those from the private sector such as the KPMG Consultancy and Clifford Chance Solicitors are able to place staff with Jewish Care. In doing so they are offered a wider understanding about their community than their full-time jobs might provide.

3 Volunteering

One of the most well-known and distinctive contributions which not-for-profit organisations make to society generally is the provision of opportunities to contribute time, commitment and skills to a good cause. Contributions come

in many forms and this section covers some of the main ones. Many not-for-profit organisations offer volunteers the chance to make an important contribution to their local community. The following examples illustrate the range and scope involved.

3.1 Jewish Care

Jewish care is the largest health and social care organisation serving the Jewish community in London and the south east of England, offering care and support across 13 care homes and many community based projects in an environment which recognises and respects Jewish identity.

Sonia Douek, Head of Volunteering and Community Development, points out that the work of their 2,800 volunteers massively extends the range of activities which benefit clients. Help with manicure, hairdressing, board games and simply talking and listening contributes a value equivalent to at least £3 million per year in the 13 care homes alone. A key aspect of the volunteer contribution is that 90% of volunteers are of Jewish origin, and their involvement embodies not only the commitment of the community, but access to everyday aspects of modern Jewish life. This is particularly important, as the majority of paid workers are non-Jewish.

Each Jewish Care home has a volunteer co-ordinator, responsible to the head of the home. The co-ordinator recruits, prepares and trains volunteers, and since the adoption of their volunteering strategy, 'Working with us today' in 2009, volunteers are now recruited to specific roles. They also benefit from an ongoing programme of development.

Jewish Care is committed to an outward facing approach in its work with the wider community. In its new community based project in Southend many of the volunteers do not have a Jewish background, and the organisation is also shortly to begin a volunteer programme funded by the Pears Foundation. This will give up to 100 Jewish and non-Jewish unemployed people the chance to gain experience and obtain a formal qualification within the Qualifications and Credit Framework (QCF)

3.2 The Royal Hospital Chelsea

The Royal Hospital Chelsea was founded in 1682 by King Charles II 'For the succour and relief of veterans broken by age or war'. It's Grade 1 listed buildings are known worldwide, as are The Chelsea Pensioners, but as well as providing accommodation the Royal Hospital also has a 100 bed Infirmary which provides for those who need higher levels of care and nursing. Laura Bale, Matron of the Royal Hospital, and her colleagues have worked hard to develop amenities and activities within the Infirmary within an overall therapeutic environment, so that there is now a more outward looking approach to the care provided.

An integral part of this approach is the use of over 50 volunteers, all of whom have been through a structured preparation programme. The befriending role is particularly important at the Royal Hospital where many of the residents have either no family, or family members live a considerable distance away.

As well as regular volunteers the Royal Hospital's central location and reputation ensure that other organisations offer their help. One good example is the excellent relationship with Battersea Dog's Home, which provides 'Pat Dogs' and Laura Bale makes the point that many residents find it easier to communicate their feelings through animals. A second example is the arts organisation Opera Holland Park, and singers regularly volunteer for musical and social evenings with residents - or 'music and flirting' as Laura describes it!

3.3 The Orders of St John Care Trust – Duke of Edinburgh's Award

The Orders of St John Care Trust (OSJCT) operates 72 care homes and five extra care schemes in Oxfordshire, Wiltshire, Gloucestershire and Lincolnshire. OSJCT delivers care to elderly people of any background irrespective of race or religion in Nursing Homes, Residential and Extra Care settings, and employs 3,700 staff.

OSJCT provides many opportunities for volunteering but is also an Approved Activity Provider for The Duke of Edinburgh's Award Programme (D of E). The Award Programme has formal volunteering experience as an integral requirement. Providing this experience is important given the findings of the DCLOG 2008/9 Citizenship Survey⁷, that young people aged 16-25, were less likely than older people (those aged 35-74) to participate in regular (at least once a month) formal volunteering⁷.

The OSJCT care homes provide placements for the volunteering section of each of the three levels of Award. Individual placements offer a wide range of activity and involvement, but it is also possible for groups to work together under the supervision of their Duke of Edinburgh Award Scheme Coordinator or a Gold Award candidate on a project that will make a difference to the lives of residents in one of the care homes. The project can be one which the candidates offer the home or something which the home suggests. Suggested ideas on the charity's website⁸ include musical performance, a gardening project, presentations and exhibitions.

In preparing for placement, volunteers are given a handbook which guides them through the Trust volunteer induction process and provides them with essential information that will enable them to be confident in their new role.

⁷ 2008-9 Citizenship Survey, Department of Communities and Local Government Publications. April 2010

⁸ www.osjct.co.uk

They receive the same induction, fire training and support as would be expected of a paid employee.

Volunteers cannot undertake personal care but can be involved in supportive tasks such as helping with social activities, escorting residents on trips and outings, serving meals and drinks, running a shop or library trolley and/or offering companionship/befriending to individual residents. The Trust also aims at bespoke placements when a particular skill or talent is being offered.

4 Providing Opportunities for Service Users to Contribute

In the pursuit of increased social capital, not-for-profit organisations are becoming more and more skilled at engaging service users in the planning and delivery of services, or more broadly by helping and encouraging them to continue contributing to helping others through good causes.

4.1 Central and Cecil – Activities with a purpose

The journalist, Mrs. Elizabeth Chesterton, who, spent 14 days and nights on London's streets to investigate the plight of homeless women, founded Central & Cecil in 1926. Her experiences were serialised before being published as a best selling book, 'In Darkest London'. Following World War Two Central & Cecil began to diversify, providing accommodation for older people who had lost their homes or been widowed during the war. In the last 20 years it has grown through mergers with similar organisations. In 2000, Central & Cecil received a stock transfer of 3 residential care homes from the London Borough of Merton and in 2007 took on the management of 221 supported housing units from the Catalyst Housing Group. In January 2009, Central & Cecil merged with Cara Irish Housing Association, resulting in a geographic expansion into Luton and the Midlands.

Central & Cecil's Personal Development Programme promotes the importance of development and learning, whatever your age or stage of life. Tailored support is given to a wide variety of vulnerable and often marginalized service users, including young people facing homelessness, people with mental health support needs, and older people living in sheltered housing.

In Central and Cecil's Young Women's Hostel, for example, the emphasis is on supporting individuals to re-enter education, carve out a career and achieve independent living. The service includes many components including cookery and healthy eating, confidence building and creative activities such as music and film awareness.

In its supported housing projects, Central and Cecil provides financial awareness training for residents and funding for individual residents to

advance their skills by resourcing things like guitar lessons and gardening projects.

Within its sheltered housing projects the Personal Development Programme has organized a series of 'Access All Areas' events, which put residents in touch with local support agencies such as Action on Hearing Loss, the Alzheimer's Society, RNIB, the Stroke Association and Diabetes UK.

Central & Cecil has also offered a dedicated programme of artistic, therapeutic and social activities for vulnerable and older people for over 30 years, and has become a leading innovative agency in this field. The agency has two Arts & Education Coordinators who organise a range of projects that engage, inspire and bring people together. Recent examples have included the following:

- An animation project where older people created short films based on their memories
- An alternative therapies club where older people learn about reflexology and soap making
- A drama project based around older people's memories of gender roles
- Community arts projects that produced a wealth of creative work with which to decorate Central and Cecil's recently opened extra care scheme in Berkshire

The overall programme ensures that in Central and Cecil homes and schemes a good choice of meaningful and creative activities is always on offer- art classes, singing classes, alternative therapies and exercise groups.

Central and Cecil's work in enabling its service users to participate in the Arts is included as a case study in the Baring Foundation report, 'Creative Home' published in 2011⁹.

We were cited as an example of best practice in the 2011 Baring Foundation report, and that report makes a strong case for the significance of activity and purposefulness, which may be regarded as 'added value' but is actually integral to a good quality service. The Baring Report cites the Social Care Institute for Excellence (SCIE) as follows: ¹⁰

'An excellent service supports and enables people to engage in activities pastimes and roles which bring them pleasure and meaning and enhance their lives'

⁹ Creative Home, Baring Foundation, NCF and NAPA, 2011

¹⁰ Recognising Excellence in Social Care. SCIE 2010

4.2 Care South – linking Bournemouth and Mozambique

Care South provides 16 Dorset-wide care homes as well as nursing and close care and home care across the south-west and West Sussex. The following is a small-scale example of what can be achieved by a willingness on behalf of staff to share their interest and enthusiasm for a wider cause. The description is taken from the Care South web site¹¹

'A donation of £200 from the residents of Talbot View care home in Bournemouth has built a new hut for a disabled elderly lady in the village of Innhassune, Mozambique. Home manager Nick Holman said: "Our residents are safe, warm, and well fed and were only too pleased to send this money from their amenities fund to help someone like Amelia who was living in terrible conditions." Talbot View heard of 76-year old Amelia's plight from Carla Bailey whose father-in-law stayed at the home last year while she and her husband visited their daughter Rebecca Spencer who has lived in Mozambique for three years. Rebecca has set up the 'Sing With Me Happily' charity which provides educational activity and resources to people in the area.

After Rebecca had built a school and community centre, she realised that there was no help for the elderly. She started a programme of support for 17 older people in the village, setting up a small market garden where she grows vegetables to provide food which is served to them in the community centre. "When I saw how Amelia was living I was heartbroken," says Carla. "She did not have much use of her legs, and would sit all day on a pile of rags in the mud. There were holes in the roof and there was no one to care for her as her daughter had died of Aids." The donation from Talbot View has provided a new hut with a solid base, and Amelia is delighted with her new home. "She is so grateful to the people at Talbot View. She would certainly have died if she had remained in her old hut," says Carla.'

5 Community and Cohesion

Many not-for-profit organisations are very committed to making a contribution to the communities within which they operate. Two earlier papers in this series¹² illustrate how they do this both by acting as good employers, and by planning buildings and services which enhance the local community. In this paper, though, examples are given of the further added contribution which organisations make for the well being of the community and as a way of enhancing the sense of community across generations. It is increasingly important that providers of social care look outwards, both to avoid residents becoming isolated, and to enable the wider community to have a better understanding of old age or disability. The following examples illustrate these qualities.

¹¹ www.care-south.co.uk

¹² NCF Leading the Way, Paper 1 - People, Institute of Public Care, March 2012, and NCF Leading the Way, Paper 2 - Innovation, Institute of Public Care, May 2012

5.1 Dementia without Walls – a project funded by the Joseph Rowntree Foundation

The Joseph Rowntree Foundation undertakes a very wide range of research into social care and communities, and the Joseph Rowntree Housing Trust provides Care Homes and other services in the City of York. In March 2011, to coincide with national Dementia Awareness Week the Foundation launched a year long project to improve York for residents with dementia and their families. This formed part of a £200,000 programme to aid national scoping of key issues relating to living with dementia in the community. As John Kennedy, the Foundation's Director of Care Services, has explained:¹³

'This provides a real opportunity for services to work together to define the characteristics of a dementia-friendly place – something many of us may need in the future. We are looking forward to working with others to make this a reality.'

The aim of the project has been to work with people with dementia and their relatives to challenge people to think about how the city can become more 'dementia-friendly'. It aimed to examine health and social care services as well as how housing and everyday amenities such as shopping, leisure and transport can adapt to meet the needs of people with dementia. A core aim was to create opportunities for people with dementia to experience different kinds of services, and one of the methods used was 'seeing is believing' visits, to examine new approaches, and sharing the experience with other service users.

Findings from the project will be shared in due course after the completion of the programme in Autumn 2012, but the project is cited as a case study, along with other initiatives in Plymouth and Manchester, indicating how change can be planned in communities. Building on this work the Alzheimer's Society launched its 'Dementia Friendly Communities' campaign at its national conference in 2012.

This example is of a not-for profit organisation making a substantial financial contribution to develop social capital and understand how change can be achieved across communities. The following example illustrates how another not-for profit organisation is tackling the challenge of developing a dementia friendly community.

¹³ www.jrf.org.uk/work/workarea/dementia-and-society

5.2 'Archie' and Somerset Care's Vision of Dementia Friendly Communities

Somerset Care is working in collaboration with the training organisation Reminiscence Learning on the Archie community project.

Archie is a brightly coloured knitted scarecrow adopted as a mascot by Reminiscence Learning, as many people with dementia will use mascots or dolls as a source of comfort and attachment. Archie was named by a gentleman called Bill who was involved in a European research project called 'Remembering Yesterday Caring Today'¹⁴, where people with dementia and their carers joined together in reminiscence sessions and shared memories and stories together. Every session Bill would greet the scarecrow saying 'Good morning Archie' before he settled down within the group.

Archie's story was later turned into a book by Fiona Mahoney to teach people without technical or medical jargon about the main signs and symptoms of dementia. Although the book was originally written for adults, it was felt that it could also be used for children to enable them to understand the basic facts about dementia and how they could therefore relate better to grandparents, parents or family members with dementia.

Somerset Care and Reminiscence Learning felt that as a response to the National Dementia Care Strategy¹⁵ they should go further still and try to achieve much wider community awareness in all the towns where they provide services, not only to address fears about dementia but also to involve local people in providing support within the community, including retailers, police and fire service, hairdressers, chiropodists and so on. The vision was to create 'dementia-friendly' towns and villages.

The first project has been launched in Williton, Somerset. Each business that attends the project's workshops will receive an Archie sticker to go in their window to be easily recognised as a place where people understand dementia.

The Archie project also has an intergenerational element. The idea is that children in primary and middle schools learn from the Archie books, and that schools then make links with local care homes, so that regular visits take place and volunteering roles are established allowing children to develop a fulfilling role within their community. Shared activities, new friendships and wider community links can all result.

¹⁴ Remembering Yesterday, Caring Today. Reminiscences in Dementia care: A Guide to Good Practice. Pam Schneider and Errolyn Bruce - A Bradford Dementia Group good practice guide. Jessica Kingsley, 2008

¹⁵ Living well with Dementia: a National Dementia Strategy, Department of Health, 2009

Danesfield Middle School in Williton piloted the project and has well-established links with the Croft House Somerset Care Home. Students visit the home on a regular basis, sharing meals, playing pool and cooking. The school has become involved in fundraising activities, and Croft House residents visit the school.

5.3 Helping the whole community – RBLI in Kent

RBLI (Royal British Legion Industries) has delivered work programmes, welfare and care services for more than 90 years principally for the ex-armed forces community. RBLI also provides welfare, nursing and housing services at its village community in Aylesford, Kent.

RBLI has a strong track record of making facilities available to the wider village and parish of Aylesford, in Kent, which has a population of 10,000 overall. RBLI helped set up a village Youth Club for the wider community and although this is now self-financing they continue to support it. For the past 3 years RBLI has operated a health and wellbeing service for the whole of Aylesford, a contribution worth at least £50,000 per year in funding. Fitness classes are run, in association with the Housing 21 organisation. Other activities include a 'Ballet for Babes' class, walking and cycling clubs, through an Active Retirement Association with 150 members, and a 'Get Digital' IT class for older people.

Roger Leeder, RBLI's Head of Welfare and Support Services, makes the point that RBLI also provides employment within Aylesford and that the overall contribution to the community's well being, as well as contributing to the social capital of their neighbourhood, helps to ensure an outward focus for the RBLI community and greater awareness of the organisation's work.

5.4 Quantum Care – connecting communities across the generations

Quantum Care was formed in 1992 to operate care homes for older people in Hertfordshire. It was one of the first companies that were formerly owned and operated by a local authority and now it provides a wide range of services for more than 3,000 older people, including 28 purpose-built care homes across Hertfordshire, Bedfordshire and Essex. In 2011 Quantum Care won the UK Over-50s Housing Award for the 'Most Outstanding Not-for-Profit Residential Care Provider in the UK'.

Quantum Care's business planning involves a commitment to community engagement, and a cross-section of workers from across the organisation contribute to the planning process. Debbie Gilard, Marketing Manager points out that central to success is the role of the activities workers, who ensure that each care home runs a range of activities for residents and that these activities are co-ordinated and linked into daily practice.

She also points out that the involvement of the local community can help to enrich the daily lives of Quantum Care's residents and encouraging and enabling this involvement is a priority for the organisation. This Community Engagement theme was taken from inception to implementation via a well attended and successful community engagement innovation forum. A key element in developing the approach has been the use of Quantum Connect, a web based resource developed by the company to aid in the sharing of community engagement information.

In one home, a partnership with Tesco has led to development of a sensory garden, and in another the local model railway club members have come in to set up a layout within the home. An arts project has involved families and residents led by a local artist in producing a reminiscence blanket which has been on show in First Garden City Heritage Museum, Letchworth.¹⁶

Quantum Care has many school links, and an example is the newest Quantum Care home, Trefoil House in Luton. The home is next to Warden Hill Junior and Infants School. Children regularly visit the home and residents are involved in the school. Between them have created time capsules, and last Christmas a post box was set up in the home where children sent letters to Father Christmas, which were answered by residents on his behalf!

Each Home also has a 'Best Friends Café'. These offer a safe and comfortable alternative for those who cannot easily go out to spend time with friends and relatives. Many also run cake stalls for the local community, and at Trefoil House in Luton queues for the 'Fabulous Sins' Muffin Stall stretched down the road! The result was that £100 was raised for the Mobility Fund. The Cafes are run largely by volunteers and again this provides a valuable way of local people becoming involved in Quantum Care's work.

The community engagement programme is seen as central to the Quantum Care approach, with considerable contributions to the key outcomes of reducing isolation, and enabling people to be as active as possible. The activity workers ensure that the programme is a mainstream aspect of the organisation's work, and that all members of staff have a part to play.

6 Mutuality and Shared Identity

The not-for-profit sector's contribution to social capital includes its ability to give particular communities a means of providing service, support and involvement in social care. In this section examples are given, not from geographical communities but from services to groups bound together through a shared identity.

¹⁶ www.gardencitymuseum.org/about_us/news/2012/mapping_memories_reminiscence_partnership_project

6.1 BEN – The Automotive Industry Charity

Founded in 1905, BEN is the only occupational charity for those who work or have worked in the automotive and related industries. The Charity provides practical help, support, financial assistance, advice and friendship to more than 15,000 men and women and their families every year.

A wide range of support is provided and can range, for example, from helping with the cost of specialist disabled equipment to giving emotional support through stressful times or funding a respite break. BEN has four residential centres around the country, offering a range of services from nursing to end of life care. Some BEN centres also offer sheltered accommodation. The potential number of beneficiaries that are eligible for BEN's services has been estimated at over 2 million people in the UK and Republic of Ireland. BEN's help is therefore available to a substantial proportion of the U.K population.

The overall cost of services is approximately £12 million each year, and of those receiving nursing and residential care, 60% are in receipt of state benefits which do not meet the full cost of their care. In many cases, these are subsidised by the charity. Fee paying residents who exhaust their financial resources can continue to be supported by BEN. Overall, the costs of the charity's welfare and care services are financially supported by fundraising income of over £2 million per annum.¹⁷

In addition to its residential centres, BEN operates a Day Care Centre in Coventry. Opened 15 years ago, this is available to anyone who had worked in the automotive or related industries and their dependents. The Coventry site was donated on a 97-year lease by Peugeot UK and was purpose-built by BEN. The Manager in Coventry, Lynn Walker indicates that the elderly people cared for here, many with dementia, enjoy the companionship of friends old and new and the opportunity to engage, if they wish, in the many activities that the Centre offers. As in all parts of the BEN organisation, in addition to its own specialist staff, the Coventry Day Care Centre benefits greatly the highly committed support of a network of local volunteers.

Overall BEN maintains strong links with the industry and has an Employment Engagement Strategy with teams from a number of supporting companies, which give time on activities like gardening and decorating. Overall, 500 volunteers are involved in BEN's work.

If, as suggested earlier, the essence of social capital is the good gained from collective social action across particular social networks, BEN illustrates very clearly how members of an industry can work together to provide social benefits for workers and their dependents, regardless of the demands of competition in the market place. It has managed now to sustain

¹⁷ BEN Annual Report for 2010/11 available at: www.ben.org.uk

this for over a century and as well as providing care it gives companies and their employees an opportunity to contribute to a shared cause.

6.2 Ex-Services charities

The National Care Forum has a number of member organisations providing services to former members of the three armed forces, and aiming to offer a distinctive approach, which includes links to the services community. As well as providing services for a substantial number of people these organisations also represent a focus for public appreciation of service veterans and their place in the wider community.

For example the Royal Air Force Association provides a wide range of welfare benefits to both current and former members of the service. It estimates that there are around 2.4 million ex-Service people, and some 40,000 currently in uniform, their families and dependants under 18 years old, plus dependants with a disability over 18 years old, who would all be eligible for assistance.

The Association uses a network of over 500 Honorary Welfare Officers across the U.K. and over a year they make 50,000 visits and calls. The Royal Air Force Association and RAF benevolent Fund provide 3 Respite Homes in beautiful locations, which provide respite care breaks for 3,000 people a year with specialised care and support available. The Association also provides longer-term housing and 46 veterans live in their Sheltered and supported housing.

The work of Royal British Legion Industries in Kent has already been mentioned, but the Legion's Poppy Homes provide 6 care homes around the country. The care home communities include men and women of varied ages and capability. Each home has an activity co-coordinator who tailors activities to residents' needs, to enable each person to get involved with group activity sessions, maintain individual hobbies and interests, and develop new ones. The overall aim is to provide an atmosphere of camaraderie for people who shared a service background.

Like the Royal Hospital Chelsea the Royal Star and Garter Homes, founded in 1916, are well known in the public mind. The organisation provides nursing and therapeutic care for disabled ex-Services personnel, and also their widows, spouse and partners. They operate two homes in Richmond-upon-Thames and Solihull.

The organisation has a well-established reputation for involvement of volunteers and the quality of its work in end-of-life care, but another distinctive feature is its link with the Royal Centre for Defence Medicine where military nurses from all three services undergo their training. Based at Birmingham City University, the nursing students are offered work placements at the Richmond and Solihull homes where they help care for residents during a six week placement.

The students also work at Selly Oak Hospital, where the injured from current conflicts are sent, and the new Queen Elizabeth Hospital in Birmingham. They are eventually sent to areas of conflict to assist casualties on the frontline. The placements enable new military nurses not only to have a wider appreciation of the longer term care needs of service personnel, but also provide them with a way of contributing to the fundraising and social activities of the charities. In this way the sense of community and mutual interest between the military of today and the needs of veterans is reinforced.

7 Conclusion

The not-for-profit sector is a large and important part of social care provision across England, and many individual users and service commissioners are turning to not-for-profit organisations to meet their care and support needs. Perhaps this is not surprising. As we have seen from the examples in this paper, the sector makes a wide variety of distinctive and valuable contributions to the social capital of different types of community. Because of their commitment to social values and the reinvestment of surplus, not-for-profit organisations often bring an added value that is being seen as increasingly important both by commissioners and by those individuals who are making choices about how best to have their care and support needs met.

The provision of social capital makes real sense for those seeking services which are both sustainable and of good value, and those qualities are distinctly more likely to be found in the not-for-profit sector for the reasons outlined in this paper.

There is another major reason why this matters. Across the U.K well-established demographic trends show very clearly the extent to which society will have to respond to the financial and social pressures of many more people of extreme old age, many with dementia. If increasing numbers of older people are to be supported successfully in future then there will need to be more constructive engagement between communities and the providers of care services within them. People in receipt of care still have important things to offer our wider community and the examples in this paper show how the not-for-profit sector is leading the way in exploring them. As the Alzheimer's Society has said of its campaign to promote dementia-friendly communities:¹⁸

'People with dementia and carers must be at the heart of the dementia friendly communities work. They should be key partners, speaking out about their experiences of living well with dementia and the solutions they would like to see.'

¹⁸ Dementia a national challenge, Alzheimer's Society 2012, Page 57 Recommendations

There should be particular work to apply the thinking and practice of dementia friendly communities to health and social care services to ensure that social networks are maintained and developed. In particular, commissioners should understand the needs of people with dementia and carers in the context of living within a community.'

Examples given in this paper illustrate how this challenge is being responded to in a variety of innovative ways, demonstrating the esteem in which many people hold the not-for-profit sector in Britain, and the commitment to inclusiveness which many of those organisations believe in.

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