



Annual Report 2016-17

A year of progress

ecl
The Care & Wellbeing Company

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Chairman and Chief Executive Statement

Over the last year ECL has provided support to over 56,000 people in Essex and West Sussex, often providing life changing interventions and we are extremely proud to be leading an organisation that makes such a difference.

We employ over seven hundred dedicated staff all of who share our passion for helping people increase their independence. This could be helping people regain their confidence and life skills following an episode in hospital or supporting a customer with Learning Disabilities into paid employment. We invest in the skills of our staff to ensure they are able to offer the highest levels of care and as a result our workforce has some of the highest retention levels and lowest absence rates in the industry.

The Health and Social Care system faces significant challenges as a result of reduced funding and increasing demand. ECL has demonstrated it is an ethical and innovative partner who has been able to use its capabilities to create sustainable system savings. We focus on prevention and early intervention helping commissioners shift their investments from high cost crisis to lower cost early intervention and prevention where better outcomes are achieved.

Feedback from customers is what we are all about. As an organisation we try to listen to what people are saying about our services. We sometimes hear how we can improve and we truly value this as an opportunity to learn and improve. Other times we hear stories from our customers which inspire us, some of which we have shared in this report.

This year has been one of real progress for ECL as we continue on our journey to become the provider of choice in the Health and Social care market. This annual report will show some of the highlights of a challenging but fulfilling year. We are proud of our Company's achievements but there is much more to do. We go forward with a strong sense of confidence and excitement.



Peter Martin
Chairman



Keir Lynch
Chief Executive

Our year in numbers

Trading losses reduced from **£3.6m** in 2015-16 to a trading profit of **£460k** in 2016-17



Exceeded budgeted income by



£712,740

Customer Compliments increased by

↑ 309%



Winning the **£21.5m** Short Term Support in the Community contract

3,645 care packages delivered

Employee turnover at historically low level of **22.3%** ↓ which is below the industry average

93%

Would recommend **ecl** to a friend or family



367 customers supported through Work Based Training



60,000 equipment deliveries and collections

790 wellbeing customers



Missed visits **0.6%** of all visits



907 Sensory referrals



Who we are and what we do

ECL (Essex Cares Limited) was established by Essex County Council (ECC) in 2009 as the UK's first Local Authority Trading Company. Our company status means that although we are a private limited company, we are wholly owned by Essex County Council.

Over the last seven years, we have grown to offer a wide range of specialist services. We are now the largest care provider in Essex providing high quality care to older people, adults receiving reablement services, adults with learning disabilities and people with sensory impairment.

For the past five years ECL has also provided the Regaining Independence Service to West Sussex.

ECL has six CQC registered locations and has over 700 employees based across Essex and West Sussex.

Our services



Community services

- Wellbeing (Older People)
- Wellbeing (Adults with Learning Disabilities)
- Work Based Training



Equipment services

- Assessments
- Minor adaptations
- Mobility and safety equipment
- Telecare



Care in your home

- Reablement (South East Essex)
- Regaining Independence Service (West Sussex)
- Provider of Last Resort
- Outreach



Sensory Services

- Assessments
- Rehabilitation support and training
- Sensory coordination service
- Sighted Guides and Communicator Guides
- Co-ordination of grants
- Assessment for access to services

Enabling independence and confidence

Pam is registered as deafblind, making everyday life a challenge. Pam was referred to ECL Sensory Service in 2015 by Essex County Council to provide rehabilitation training to enable Pam to perform everyday tasks we all take for granted – such as preparing and cooking a meal.

Pam's kitchen skills rehabilitation course with ECL commenced with salad preparation, however, low vision and sharp knives needed thought! Pam learned to use a 'Lettuce Knife', which is a plastic knife (including the cutting edge), for chopping and shredding lettuce. This is a safer alternative and a fantastic tool for sight impaired people, which can be used for a whole variety of fruit and vegetables.

Pam also found 'colour contrasting' a useful method to be able to differentiate and locate items in her kitchen utilising brightly coloured prep-boards, measuring spoons and jugs.

When asked about the progress through the course, Pam explained that "Since taking part in the training, I know that I am well on the way to cooking an entire meal for myself, totally independently".

"The greatest benefit that I have experienced is that I am building back the confidence that I had lost. Before the programme had started, I was not participating at all in the meal preparation, and I was afraid to go into the kitchen. I know there are still gaps in my abilities, but with the kitchen skills training they are gradually being filled".

Kitchen skills can increase someone's independence, well-being and confidence. Other Sensory Services include sensory training, sensory coordination service, sighted guides and communicator guides and the Sensory Access Charter Mark for business and organisations wishing to promote their accessibility credentials.

"Since taking part in the training, I know that I am well on the way to cooking an entire meal for myself, totally independently."

Pam



Our year in review

May

Launch of the new South East Essex Reablement service which over 10 months supported 530 people to regain their independence.



June

Adopted the Association of Directors of Social Services (ADASS) quality workbook assessment model to provide robust quality assurance system.



July

Pilot of a new Consumer Business, EVIDA, in the South West of Essex which is the brand offering for any private payers.



August

Launch of the first comprehensive employee engagement survey providing a baseline to monitoring progress and a Staff Forum established to provide a better flow of views between staff and management.

September

The ECL Strategy to 2021 was approved by Board, Shareholder and Commissioner.

Secured an extension of the Day Opportunities contract.



October

Extension agreed to the West Sussex Reablement contract.

December

Cabinet approved a three year extension to the Equipment Service and award of the Pressure Area Care contract.

CQC inspections identified no 'inadequate ratings' and rates three regions as 'good'.

Christmas Fair in the County Hall Atrium showcased the wide range of quality products produced by our work based training enterprises.



March

Launch of ECL greetings card range throughout libraries in Essex. Designed and produced by customers in our work based training enterprises.

Short Term Support in the Community Contract won via direct award from Essex County Council delivering £21.5m of income over four years.



Flexible and responsive

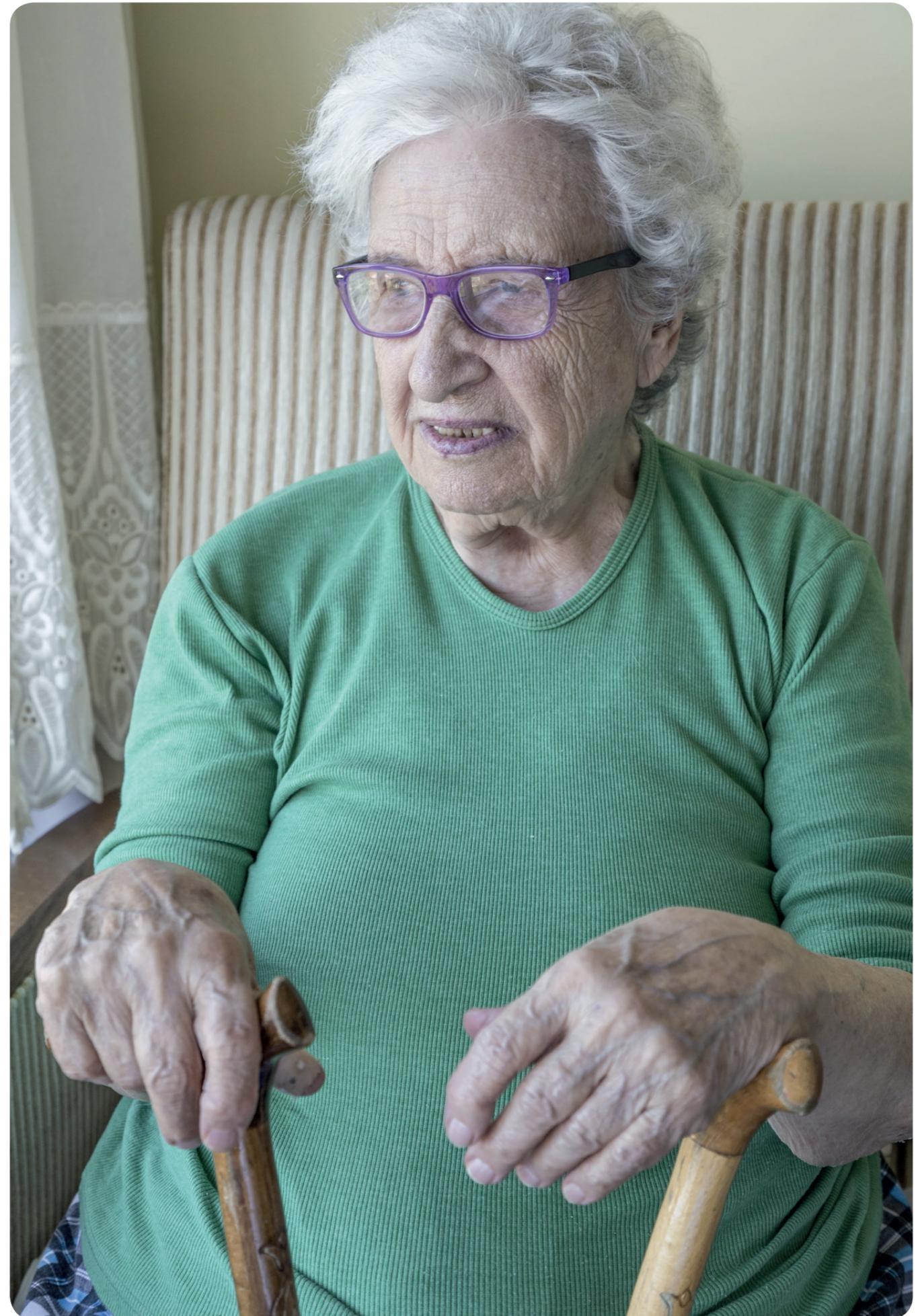
On 12 January 2017 the East coast of England was hit by the highest tidal surge for 50 years. Thousands of people in Jaywick and the surrounding area were evacuated from their homes as the threat of tidal flooding was deemed a risk to life.

Joan lives on her own in Jaywick and uses a wheelchair. When the authorities came to her house to evacuate her on the evening of 12 January, they realised that there was no ramp available for Joan to leave her house safely. Within minutes the Occupational Therapist was on the phone to Essex Equipment Services ringing through measurements for a portable ramp. One of ECL's technicians sourced a suitable ramp and drove from Witham to deliver and fit the ramp. Within an hour of the original call Joan was able to leave her home to the safety of the evacuation centre which the Equipment Service had kitted out with hospital style beds and mattresses. ECL's technicians worked through the night and into the weekend to ensure people were safe and comfortable.

Essex Equipment Services delivers over 60,000 items of mobility and safety equipment every year. It also responds to emergency situations across Essex where vulnerable people are at risk such as the Jaywick tidal surge.

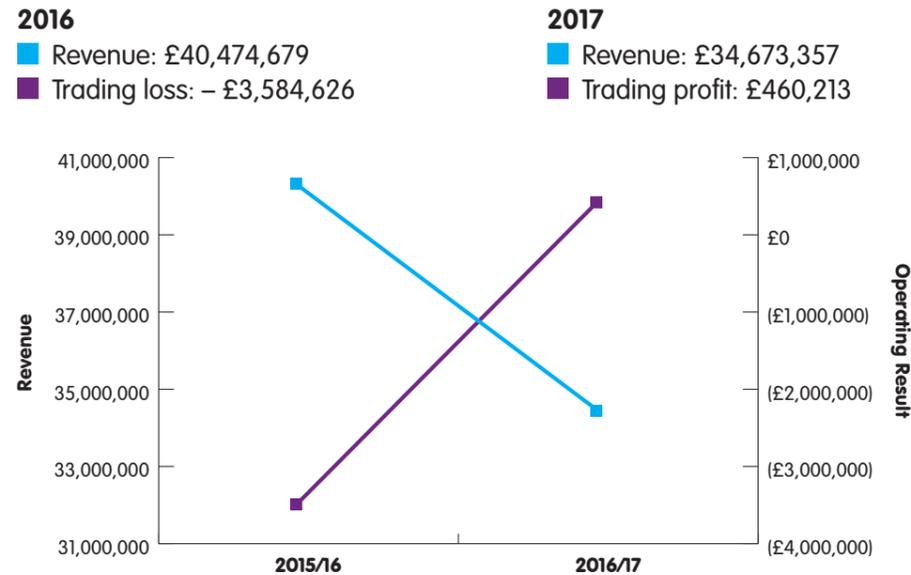
"The support of ECL has been exemplary."

Councillor Finch
Leader of Essex County Council

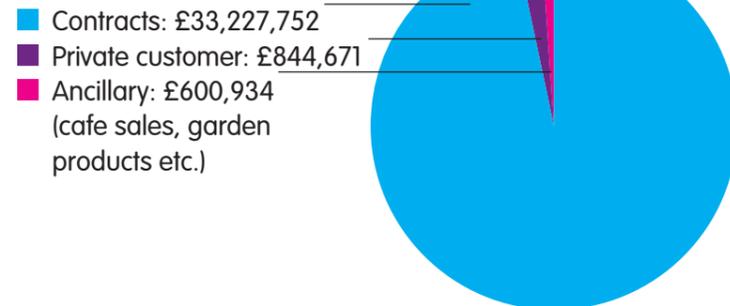


How we have performed

Revenue vs Profit

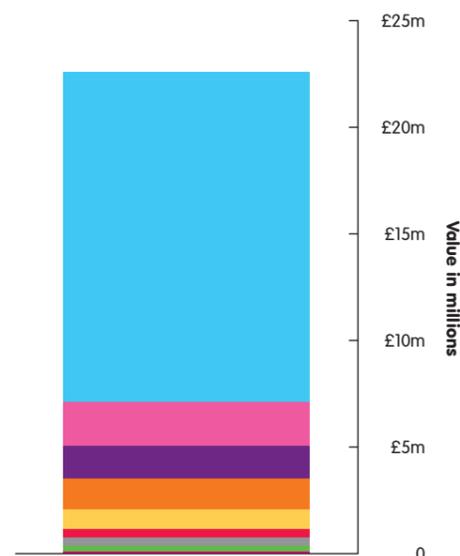


Income sources



How we spent our money

Staff	£15,476,108
Property	£2,046,625
Travel	£1,557,587
Legal/Professional	£1,424,719
Office expenses	£939,163
Sundry	£413,645
Depreciation	£391,702
Financial costs	£255,468
Marketing	£77,106
Total	£22,582,123



Our people

Our people strive every day to provide person-centred care and support. Our workforce is made up of passionate, tenacious and dynamic individuals who are motivated by our customers making progress against their own goals.



Billy

"I work for ECL because it isn't just a job. I make a difference to people's lives and help them live independently. Working for ECL Equipment Service is a challenging job and every day is different, but this is what makes the job interesting and the people we meet in Essex are amazing."

Billy joined ECL in 2008 as an agency worker. Within a year he had a permanent role in the Equipment Service warehouse and then progressed to work in the Ambulance Support department and then the team of delivery drivers. Billy became an Assessment Technician in 2013 and has recently been promoted to Team Leader.



Tim

"I work for ECL because I enjoy being part of a caring organisation that allows me to develop myself and help others to do the same through sharing my experiences, knowledge and expertise. I enjoy knowing that all I do will help our customers and frontline colleagues to deliver and receive the best service possible."

Tim joined ECL in August 2009 as an administrator in the Extra Care Schemes. Tim has held various roles including administrator for Wellbeing Hubs in South Essex, Receptionist in our Head office, Executive Personal Assistant to ECL's Directors from 2013 to 2015 and is currently a Quality and Governance Advisor which Tim has been doing since August 2015.



Diane

"I work for ECL because they are a company that promotes excellence of care. This is one of the most rewarding jobs that I have had. A job that gives me the opportunity to positively transform peoples' lives; to support and promote their independence, help them to fulfil their aspirations and achieve their personal goals."

Diane joined ECL in December 2000 as a Community support worker at the Hub @ Harlow. In 2015 Diane transferred to the Residential Reablement team, where she took the lead in customer assessments and built effective working relationships with the home manager. Diane was promoted to the role of Assessment and Review Coordinator within the West Provider of Last Resort team and is now a Trusted Assessor.

Person-centered and professional

Josie's husband sadly passed away six months ago and her family moved her 150 miles to Essex so she could be closer to them

In losing her familiar routine and social networks Josie became isolated and depressed. Her depression led her to lose confidence in using household appliances such as her oven, microwave and shower. During a period of illness Josie sought help from her GP who identified that she would benefit from a period of reablement and made a community referral.

Over the next four weeks ECL worked with Josie, reminding her how to use her appliances, adding labels and notes around her home to support when the carers were not around, aiding her with meal preparation and personal care. As her wellbeing improved, the care assistants encouraged Josie to go along to the local craft club, something she had enjoyed previously. Gradually Josie started to feel more confident and positive. At the point her reablement ended she told the team "You have given me hope, something a couple of months ago I thought I would never have".

ECL's reablement services aim to restore confidence and re-establish independence within the home. By supporting customers like Josie with a wide range of tasks including personal care, meal preparation and medication management, ECL enables recovery of individual wellbeing and independence.

"You have given me hope, something a couple of months ago I thought I would never have".

Josie



Our promise

There is nothing more important to us than the safety of our customers and the provision of high quality care.



We maintain assurance systems across every area of our business to ensure we are providing a quality and safe service. What the CQC said about us:

"People told us that they felt safe when receiving their care and that they 'trusted' the staff. Feedback from one health care professional included, "They (ECL) put the customer first at all times and if there are any concerns they ensure they act swiftly and responsibly to safeguard the individuals."

"People were happy with the care they received and felt the staff had the right skills and knowledge. Feedback included, "The care is excellent" and, "I cannot fault them at all." One person added that the staff had helped them to be independent and stated, "I have improved since they have been coming in. They do all I need to have done and when I needed the care it was there."

Everyone we spoke to told us they felt that staff listened to them and helped them with their care to enable them to be more independent. People told us that the staff were, 'caring and respectful.' Comments included, "The staff are lovely I need full help with intimate personal care and they are only young girls but are very respectful and make me feel at ease, I cannot fault the staff." and "Lovely carers can't do enough for you."

CQC Inspection Reports,
South and West Essex, April/May 2016

Our future direction

An aging population and continued pressures within the Health and Social Care sector will require increasing levels of agility and innovation from providers.



ECL will look to respond to this challenge through investing in its dedicated workforce, embracing new technology and connecting with communities.

We will grow the business by working with individuals, councils and CCGs who share our passion for innovation and increasing independence. ECL will develop new services and solutions to meet the changing needs of customers which will keep us at the forefront of the industry.



Supportive and inspiring

Joseph has dementia and lives with his wife.
He has been receiving Outreach visits since October 2016.

Joseph gets great enjoyment from a day trip and recently visited the East Anglian Railway Museum, near Colchester supported by the ECL Outreach service.

Whilst Joseph enjoyed a cup of coffee in the museums café which was an old railway carriage he reminisced about when he used to travel on the steam trains and about the vehicles he had owned in the past. His memory was also jogged to the TV programme Dad's Army and he shared a humorous conversation about the characters and some of the antics that Captain Mannering and his 'boys' used to get up to.

Although Joseph may not have remembered all the details of his visit, he has recalled his trip many times.

The ECL Outreach service supports Joseph to maintain his quality of life, to enjoy activities and visit varied places of interest. He is supported and encouraged to engage while on the visit. His wife benefits also from the knowledge that he is in safe hands and she has respite to get on with any tasks or appointments she may have.





www.ecl.org

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ECL is the trading name
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