



*Putting People Before Profit*

## Origins

CASA and its franchise companies are based upon the Sunderland Home Care Associates (SHCA) model.



SHCA was established in 1994 following Sunderland Council's call for expressions of interest in providing domiciliary care. A local resident and keen social entrepreneur, Margaret Elliot, successfully submitted a business plan. Sunderland Home Care Associates was established and an initial contract from the council for 450 weekly hours of care

enabled the business to recruit its first 20 employees.

It now provides up to 7,200 hours of care per week and employs 350 staff. Most of the staff are women, and this flexibility of working time is a very important factor for them, especially those who already have family caring responsibilities. The company has also diversified out of home care, and delivers:

Academic & Learning Support - a service paid for by the local education authority, through which students with disabilities receive assistance in attending lectures and completing other study tasks.

Support for adults with learning disabilities, complex needs and challenging behaviour

While SHCA increased the range of services it provided, the company made a conscious decision to remain a locally focused provider rather than looking to expand geographically. It therefore supported the establishment of CASA to 'export' its successful model to other parts of the UK, via social franchising techniques.

From its base in Sunderland, Care & Share Associates (CASA) launched a chain of employee-owned home care companies. The first success was just up the coast in North Tyneside, followed by Newcastle and Manchester. More recent developments have been in Knowsley and Leeds, and in the delivery of very complex packages of support.

## The CASA Business Model

Care and Share Associates was established in 2004 to provide essential support services to older and disabled people, through developing a franchise network of majority employee owned social care providers. It is based on the award winning Sunderland Home Care Associates model, which has been delivering quality domiciliary support since 1994.

CASA is the UK's leading social enterprise in the social care sector. It currently operates employee owned services across five locations and delivers over 13,500 hours of personal support per week, principally commissioned by the public sector.

CASA's underlying social enterprise values can result in:

- a) Low staff turnover, thus making a significant contribution to continuity and quality of support
- b) More profit is re-invested in staff training and development;
- c) Commitment to service innovation with commissioners, in particular the development of self directed support services.
- d) A genuine desire to create employment in excluded communities

The CASA mission statement is:

*CASA, through its employee owned franchise companies, aims to become the UK's leading employee owned provider of high quality Health and Social Care services. This will be achieved through robust competition with the private sector, and close collaboration with the public sector.*



## Business Model Intertwined With Values Base

The CASA group of companies, which has its roots in the co-operative movement, brings an ethical approach to everything we do. The way we provide care and support is shaped by a belief in mutuality, participation and quality, which is shared across the whole of the companies' workforce.

Our ethical position includes a commitment to being a good employer. By valuing employees and being flexible with them we know that we can ask more from them in return, so we ensure that care and support staff are treated with respect and fairly compensated for their work. The positive manner with which we treat each other empowers us to provide the highest quality service to the people we support, and the agencies we contract with. CASA franchise companies have a track record of providing skilled, compassionate and reliable workers.

CASA goes further than most commercial franchisors by setting up franchisee social enterprise companies in which the workforce are the owners. They are able to participate in the decisions that affect their working lives. We believe that this produces a higher level of commitment to the organisation and to the quality of the services that we deliver, because every employee is supported to achieve their personal and professional best.

We are here to enable people to live as independently as possible. All of the CASA companies work in a way that promotes a 'can do' attitude and identifies strengths in each individual, so that the Service User is always at the centre. This also means involving Service Users, carers, friends, relatives and advocates in shaping and informing our services.

A culture of flexibility, willingness and innovation is promoted within all of our franchise companies. We are committed to making our services as person-centred as possible, tailored to the specific health or social care needs of the individual and delivered in a way that gives Service Users as much control as possible over the care and support they receive. We always aim to respond quickly and flexibly to requests for new services, or changes to services, without sacrificing the quality of what we do.

CASA believes that high quality care has to be safe. We promote an atmosphere of openness, with clear roles and boundaries, in which everyone understands their responsibilities in relation to the protection of vulnerable individuals. The rights of our Service Users are paramount. This belief is backed up by efficient and practical procedures that everyone understands and follows.

CASA has developed a robust business model. For us, being a social enterprise means being a successful business that is viable and sustainable in a competitive market. We have to be able to adapt quickly and efficiently to local conditions and demands. Although as a social enterprise, our main aim is not the generation of profit, we do not describe ourselves as being 'not for profit', as some of the profit generated by our franchise companies is shared out. A better description is to say that we are about 'more than profit'. We regard ourselves as part of the community, rather than simply coming in to an area to make money for shareholders and owners. We aim to ensure that our social and environmental impact is always positive, for example by targeting areas of high unemployment, working in sustainable ways and using other social enterprises where possible to supply us.



We believe in the principle of mutuality. CASA franchise companies support each other in many different ways, including sharing resources, learning from each other and offering moral support when things are difficult. This approach helps us to achieve continuous improvement and innovation in everything we do, because we know that

no matter how well we do something, there's always room for improvement. We are actively growing and developing new employee owned social enterprises, not just so that as many areas as possible can benefit from the model and way of working, but also because we know that together we're stronger.

CASA is also about providing value for money. We have always worked in close partnership with Local Authorities, PCTs and other commissioning organisations to help them make better use of finite resources. Employees of CASA franchise companies are trained and encouraged to help reduce people's dependency on more expensive and intrusive services, which not only contributes to their quality of life but also saves money. Partnership working also means being transparent about our structures, finances and policies.

## The franchising system today

CASA was created to replicate the success of Sunderland Home Care Associates Limited (SHCA). It was borne out of a frustration that although SHCA was a strong business model, and the social care sector appeared 'ripe' for 'co-operative colonisation', there was no ground swell or grass roots home care organisations to radically restructure independent provision – the social enterprise sector had failed to deliver – a new model of development was required – CASA!

CASA, and the family of CASA Franchise Companies are therefore designed to be pioneering, to be a positive, ethical force that will contribute to the transformation of health and social care services in the UK and elsewhere. This is a crucial, because the franchise fee is designed not only to finance specific services received (see below), but also to support the growth and development of the whole CASA family.

Since its establishment in 2004, CASA has developed 5 CASA franchise companies. These are:

- CASA Knowsley
- CASA Leeds
- CASA Manchester
- CASA Newcastle
- CASA North Tyneside

Mutuality is at the heart of the CASA franchise – growth of the CASA family will provide security for all individual franchise companies. The licence agreement facilitates this growth through:

- Providing clarity to the balance of control between CASA and the Franchise Companies
- Setting out the specifics of the CASA Franchise Offer



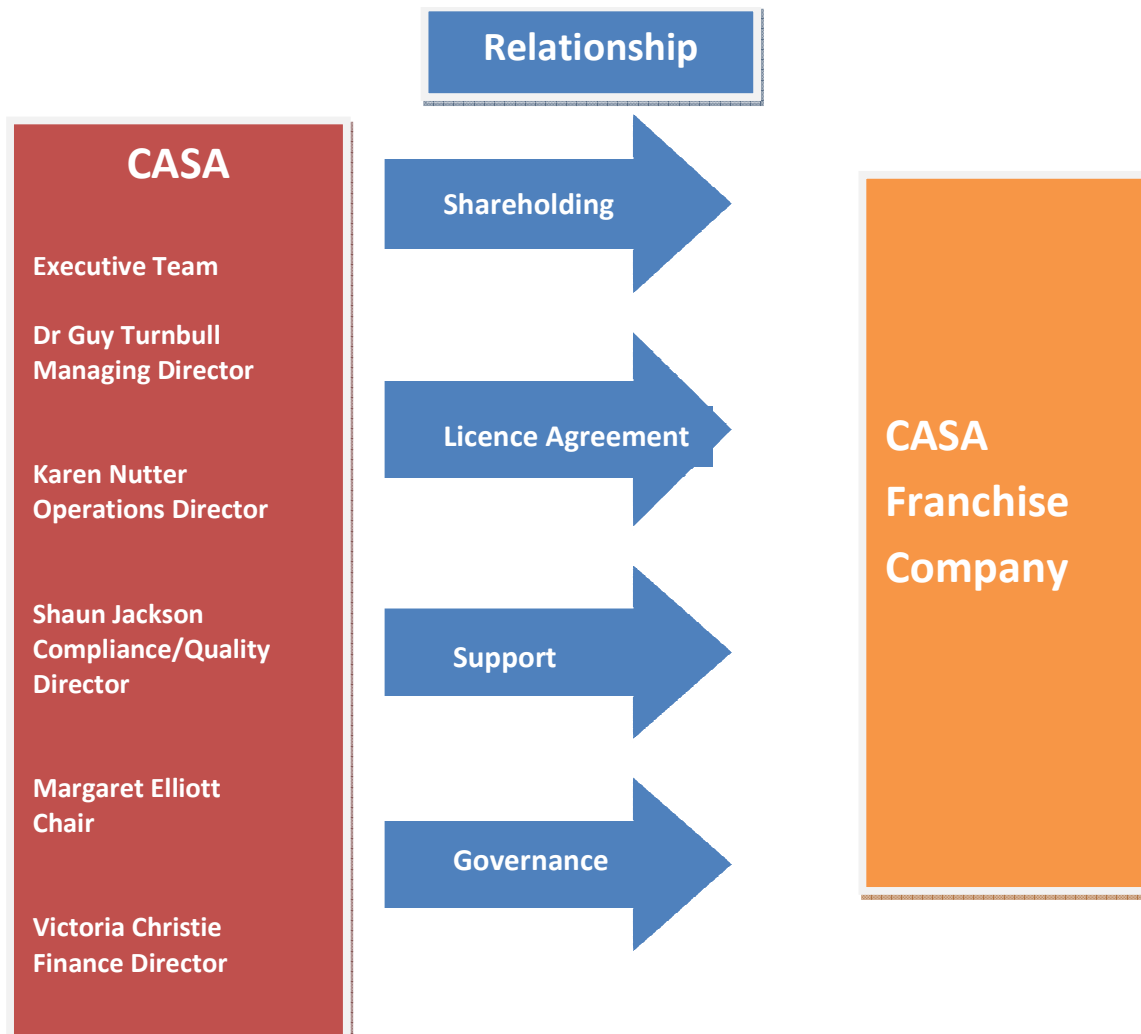
## The CASA - Franchise Company Relationship

The CASA Licence is premised on two key points that 'weave through' all of its clauses and indeed relationships with the CASA Franchise Companies.

First, CASA's mission is to grow – it has therefore invested in systems and services commensurate with that growth. It also has the right to intervene if individual FC's fail to thrive. It is important to remember that CASA invests at least £150K, each time it develops a franchise company. In addition, CASA risks 'reputational damage' each time something doesn't go to plan. It therefore needs the power to protect that investment.

Second, CASA is becoming a recognized brand. It is therefore important, for the sake of the whole family, that CASA can exercise control in order to maintain quality. The licence agreement has been designed on the basis of a 'light touch' – i.e. if FCs are operating to plan, then employees are rewarded and allowed to develop. However, if things consistently do not go to plan, then CASA has 'step in' rights to sort the problem out, and then come out again.

The diagram overleaf sets out the relationship between CASA and the family of CASA franchise companies. It shows there are four strands to the relationship between CASA and a CASA Franchise Company



**Strand #1: Share-Holding**

CASA retains a minority share-holding (normally 26%) of each franchise company (FC) it establishes. The purpose of the share-holding is to ensure that no major changes can be made to the articles of association of the FC – essentially a 'blocking share', to ensure the FC cannot be 'privatised'.

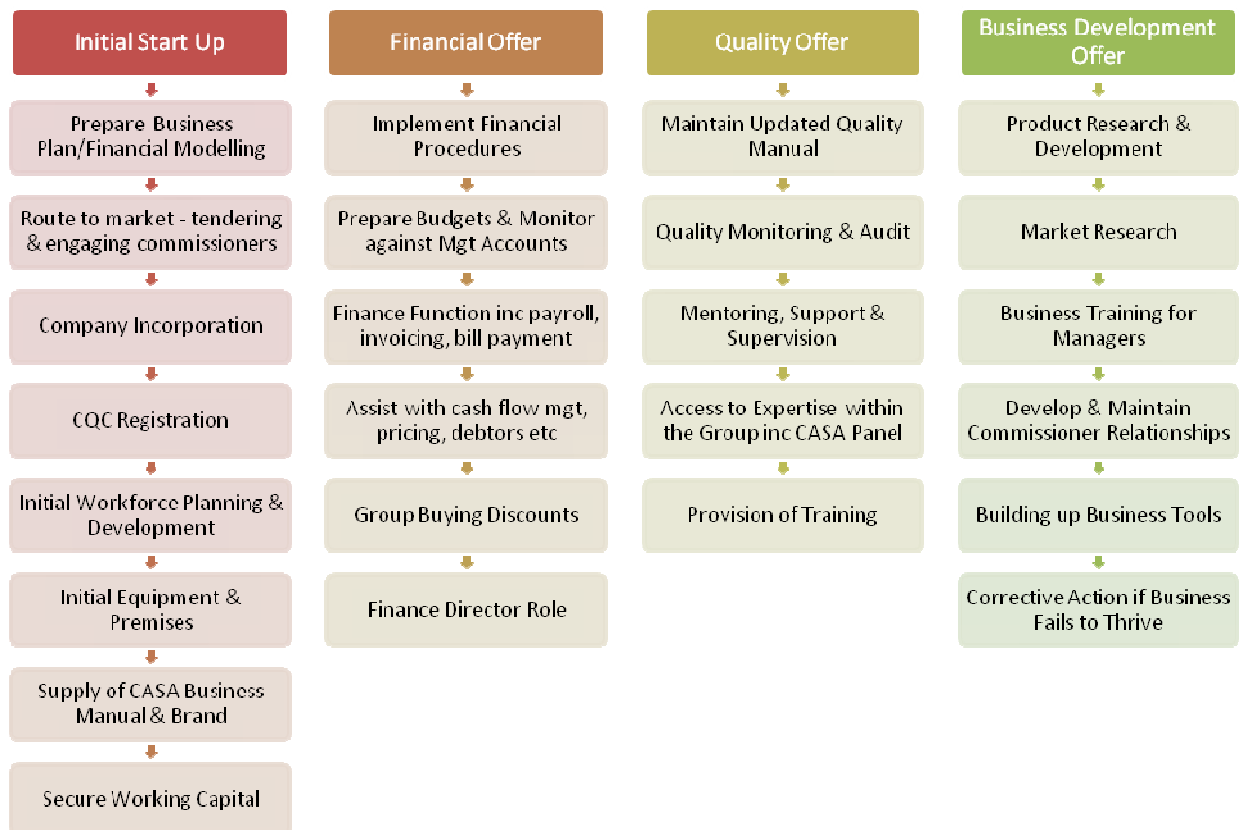
**Strand #2: Governance**

CASA takes a place on the board of each FC, again in order to exercise a level of control and support



### Strand #3: Support

CASA provides a significant level of support around the following four 'franchise offers':



### Strand #4: Licence Agreement

Finally, a contract exists between CASA and each FC, which sets out the obligations of each party in terms of how:

- a) The FC must be operated (in line with the CASA Manual)
- b) The level of support to be provided by CASA to the FC (see diagram above)