

Daily Telegraph Film Transcript

(Presenter) "Since it's foundation in the mid 60's, Turning Point has become one of the UK's leading social care organisations, delivering over 200 services every year to more than 100,000 people with drug, alcohol, mental health needs, a learning disability or the unemployed. And it does so with an unusual business model. Turning Point is a registered charity that's run as a social business. And steering this middle course is what's enabled it to grow by 10 million pounds every year and to aim for a turnover of 200 million pounds by 2012."

(Lord Victor Adebawale) "There is a view that if you're a charity that you shouldn't pay your staff, that you should be amateur, that you shouldn't insist on full cost recovery for the services that you provide, that you are a luxury to society on the edge of what society pays for. Because Turning Point is a business we don't expect anything other than to be treated as a business."

(Presenter) "Turning Point expects its services to make a profit, and by not being beholden to shareholders the surplus can be reinvested to create new business lines."

(Lord Victor Adebawale) "We provide services under contract to Local Authorities or Primary Care Trusts or both. When we create new business lines we expect them to produce a surplus to make a contribution, we expect them to be evaluating so that we know they are changing lives, that their delivering outcomes as well as outputs. And it just shifts the emphasis away from the, how can I put it, the 'nice to have' to 'necessary'. We're a public service or a service to the public, as opposed to a luxury."

(Presenter) "Turning Point noticed how, in certain areas in the UK, there were people who either didn't use the social services and primary care available to them or else, had a very low opinion of them. So it adopted the simple idea of designing services to meet customers' needs. And who better to design them than the users themselves."

(David Hoare) "The people who use the services, or indeed a lot of our people have great difficulty getting a service they generally do tend to know best. They know, they know the kind of services that engage them. A lot of people that we work with have had the run-around, you know, from pillar-to-post."

(Presenter) "The response has been an approach called 'Connected Care'. Generally Turning Point delivers services in discreet fields, with Connected Care however it trains people from local communities to carry-out research among the individuals they live alongside. And what they all want is an integrated service."

(Lord Victor Adebawale) "We provide services to people with learning disabilities, mental health, substance misuse or are unemployed. I am yet to meet a client who has only one of those challenges. It's very rare, and therefore because it's rare we need to be providing a service that meets their real need, not the need defined by a budget. It's not rocket science, if you walk into a bank and you want to draw a tenner and you have to go to ten different cashiers to get a pound each, you're not going to use that bank."

(Beverley Priest) "The people we are working with tend to be quite socially excluded, they've been in the margins of society, they've spent a lot of time with people telling them what to do and a lot of the time not taking much notice of them. So designing, whether it's a mental health programme or a drug programme or someone with a learning disability wanting to learn a new skill, actually involving them in that makes it much more likely to succeed."

(Presenter) "As innovative as this approach is the challenge for Turning Point is to encourage commissioners in the local boroughs to adopt Connected Care. Most commissioners still tend to commission in silos, unaware of how cost effective and scalable an integrated service is."

(David Hoare) "Tackling people's problems upstream at a more preventative level, which Connected Care is able to do, rather than downstream once their problems have become very entrenched and are very costly. I think that's an obvious solution."

(Presenter) "Turning Point can demonstrate the benefits to commissioners. Hammersmith and Fulham borough council, alongside other boroughs, have commissioned a Connected Care project on two of the most deprived estates in the borough."

(James Reilly) "These people are often the regular customers of the NHS and care systems. They revolve around it, routinely, often with very little benefit as the services are not designed well enough to meet their needs. What Connected Care is helping us to do is understand their needs and demands much better and as a result hopefully to break that vicious circle."

(Presenter) "Breaking that vicious circle is the goal of Connected Care. And in so doing, helping to achieve Turning Points overall aim."

(James Reilly) "Turning Peoples lives around means you've got to reach out to many different facets of their lives, not just the prevailing condition that they walk through the door with. That's the critical issue that we're all trying to capture, that's what Turning Point brings to the table."

(Presenter) "But there's another challenge on the horizon, not just for Turning Point but for the entire social care sector. The Government wants services to be delivered not wholesale, as they are at present, but instead, following a retail model, which means giving individuals more choice in how they access services. The customer will no longer be the commissioner, but the individual in their own home or residential property."

(Beverley Priest) "We will need a much more flexible work force, because a person with a learning disability, sitting in their front room, deciding how they want to spend their money doesn't want someone working 9 to 5 Monday to Friday. They want to go to the football on a Saturday or to church. And that means we will need to be providing workers to work the hours that they want and that will mean probably a different sort of person."

(David Hoare) "I think the sort of people that we employ, the way we train them the way we recruit, the way we retain them, means they are very much able to meet service user need. We have a 'Turning Point way' and we recruit a particular kind of person, I think, to the organisation."

(Presenter) "Turning Point's ability to deliver a bespoke service to consumers means it's already following the retail model and it is this that gives the organisation confidence it'll adapt to the changes more successfully than the competition."