

## HAMPSHIRE COUNTY COUNCIL

### Decision Report

<b>Decision Maker:</b>	Executive Member for Adult Social Care
<b>Date:</b>	20 July 2016
<b>Title:</b>	Change Lives Grant Opportunity
<b>Reference:</b>	7634
<b>Report From:</b>	Director of Adults' Health and Care

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#### 1. Executive Summary

- 1.1. The purpose of this paper is to seek approval to award a number of small grants to contracted providers of the Care at Home and REACT services for the purpose of supporting recruitment and retention of staff within this sector of the care market. REACT stands for the Reablement and Assessment of Care Team.
- 1.2. This paper will detail the background to this initiative, why further investment is necessary, funding arrangements, proposed grant amount and how the impact of these grants on performance and quality will be monitored and evaluated.

#### 2. Contextual information

- 2.1. It is proposed that the grants are awarded as part of the Council's support of the independent sector in the delivery of the Care at Home and REACT services and as an integral part of the wider 'Change Lives' Campaign. This will enable market shaping and development as required by the Care Act and supports the transition of the Council in becoming a market influencer and shaper through facilitation and support rather than based on purchasing volumes alone.
- 2.2. The Care Act places this duty of facilitation and shaping on local authorities so as to ensure markets are sustainable and diverse and offer continuously improving and innovative services. This programme supports this obligation whilst assisting the market to overcome one of its greatest challenges and it also supports the Council in gaining insight into how the market can be developed to continuously improve and innovate.

- 2.3. 'Change Lives – Start with yours' is a campaign developed in partnership with the independent care sector to promote awareness about the positive aspects of working in adult social care and also as a tool to support recruitment and retention rates . The campaign aims to dispel some of the negative myths and misconceptions associated with this work and in doing so attract new people to the sector, thus supporting the growth and stability of the market and in turn securing the delivery of services commissioned by the Council.
- 2.4. The campaign launched in Jan 2015 and consisted of three phases. Phase 1 saw the use of specially created imagery and advertisements in newspapers and on leaflets which were delivered in targeted leaflet drops around the county based on in depth Mosaic carer profiling, radio advertising campaign and newspaper features and articles. A dedicated website was developed for the campaign and to date this has received approx 40,000 views, of which 7,000 have gone on to view the 'How do I apply' page. Phase 2 ran throughout the summer of 2015 and focused on a radio campaign, a further leaflet drop and the development of some social media initiatives. Phase 3 ended on 29 October and consisted of outdoor advertising on bus shelters, bus sides and petrol pump nozzles and all three of these initiatives have been very visible in the community with service providers and Council employees reporting how visual the campaign has been – which as members of the public also demonstrates that the campaign has had a strong community presence.
- 2.5. In addition to this and following a case made to Strategic Workforce Development colleagues, access to the Councils staff benefits scheme was extended in April 2015 to include staff of our lead providers in line with teachers etc. This was to promote the status of carers to that of other key workers within the Council.
- 2.6. Providers of the REACT service for example report that they have seen traffic from the campaign website which is converting to applications and appointments. Providers have also reported that the campaign appears to be breaking the trend of recycling carers around the sector with many new applicants from a range of backgrounds such as finance, IT, and the hair and beauty industry.
- 2.7. Links to the website, logo, images and campaign radio adverts below <http://www3.hants.gov.uk/changelives>



Providers have also given the following feedback on the campaign and their involvement in its development and it has received interest from other authorities such as West Sussex, Havering and Berkshire and was mentioned in an article in The Guardian on the challenges facing adult social care.

*‘The vision and values of the campaign has broken down barriers that historically existed and allowed for constructive conversations and actions to take place to positively improve and overcome the recruitment challenges facing care providers within the health and social care sector. The open forum encourages idea sharing and conversations in a ‘half full’ way. Despite the increasing challenges facing local authorities throughout the country, Hampshire have thoroughly understood the importance and value of joint working and this is no better displayed than by the Change Lives Campaign.’ (Agincare)*

*‘Hampshire County Council has been very forward thinking with regard to workforce development and the difficulties that independent providers have faced within the county. When they decided to run a campaign to support our own efforts with this they asked for the providers to have an input. As part of this working group representing Somerset Care I was listened to and my suggestions and ideas were always taken into consideration. Although this campaign was to be fully funded by HCC the approach was always that it was all of our campaign. I was very proud of the end result which has had a benefit to us all’. (Somerset Care)*

**Local authorities and the Care Act: what lies ahead?**

*Hampshire County Council's work with providers to promote care work as a satisfying and worthwhile career is highlighted in this feature on how new rules over the cost and provision of care come into place means that Councils will have to recruit and train staff to deal with the impact.*

<http://www.theguardian.com/ageing-population-advertisement-features/2015/feb/27/local-authorities-and-care-act>

*Positive*

*Mon, Mar 2, 2015*

*The Guardian*

- 2.8. However despite these efforts contracted service providers report that there is still a significant shortage of staff to safely meet the volume of care and reablement hours commissioned by the Council. This has the potential to compromise the service user experience of care and in some cases has led to people being placed in residential care because care at home could not be sourced.
- 2.9. The Care Act introduces new duties on local authorities to facilitate a vibrant, diverse and sustainable market for high quality care and support services in their area for the benefit of the whole population, regardless of how the services are funded. The care market in Hampshire is vulnerable and market shaping is key to the Council's strategic commissioning activities and must include tasks such as engagement with the market and the stimulation of innovation to ensure local need is met. Care and Support Statutory Guidance 2014 states ‘The ambition is for local authorities to influence and drive the pace of change for their whole market leading to a sustainable and diverse range of care and support providers, continuously improving quality and choice, and delivering better, innovative and cost

effective outcomes that promote the wellbeing of people who need care and support'. This programme and scheme is part of that innovation.

- 2.10. Whilst the campaign raised general awareness about working in adult social care at a county level there is a need to continue with the campaign to address the recruitment and retention of staff at a more local level and in a more bespoke way. Providers of care in rural communities face very different challenges to providers in more urban areas and providers of services in the north of county have unique recruitment issues associated with bordering other Local Authority areas and being closer to London.
- 2.11. If the principles and methodologies of the '**Assessing social care market and provider sustainability**' toolkit produced by the Department of Health, The Local Government Association and the Association of Directors of Adult Social Services are applied to the market in Hampshire it would indicate that Hampshire's market is in a vulnerable position. This is because there is a relatively low level of unemployment, areas of low population density and the care sector has a high vacancy and turnover rate. This, in addition to low rates of pay, place the Hampshire care market under strain and the Council at risk.
- 2.12 **The Market Shaping Toolkit** produced by the Institute of Public Care in association with the above mentioned agencies identify 'Six to Fix': actions for local authorities and providers to develop a co-productive relationship. These are
- Adopt a common understanding about cost structures and the relationship between fair pricing, investment decisions and the impact on market capacity
  - A fair and proportionate balance of risks between local authorities and providers
  - Effective and fair terms that contribute towards developing an effective partnership.
  - Develop knowledge and understanding of providers services and cost pressures
  - Promote a sound commercial relationship with providers taking account of the need for providers to operate efficiently
  - Respect for providers.
- 2.13. The proposed grants will support providers to address their specific recruitment issues related to their geographical and demographic challenges and will build on the broader awareness raised in year 1 of the campaign but will also strengthen the Council's understanding of the needs of the market and how pricing structures may be developed in the future (ie what components need to be considered/ included) when building the price of care to ensure innovation, growth and sustainability.
- 2.14. Statutory guidance states that local authorities have a duty to understand the vulnerabilities in the market and ensure a 'sufficiency of supply' and in addition to this we must question and be sufficiently confident that we have

worked to ensure a trained and quality workforce. This grant programme will support the Council to ensure this happens in Hampshire and will also help inform future tender exercises.

### 3. Finance

- 3.1. Health Education England (Wessex) has joined forces with the Council to support the campaign and grow the market and has contributed £90,000 towards the cost of the total campaign in year 2. This equates to 50% of the total budget for the second year of the campaign and is recognition of the need to align more closely the health and social care markets and the ambition and aspiration to have a strong and sustainable market across both sectors.
- 3.2. The main focus of the campaign in year 2 will be the grants programme and the increased use of social media such as Facebook and Instagram for advertising. Alongside this, new images will be created for use in county wide advertising and promoting roles within health and social care.
- 3.3. The proposed grants will offer awards up to a maximum value of 75% of the planned recruitment activities and will not exceed £7,500. Providers will meet the remaining 25% cost of the initiative outlined in their individual grant applications.
- 3.4. The total value of the grants for which approval is being sought is £41,539.50. The grants will be paid in two instalments at 6 month intervals to allow the Council the opportunity to ensure it is being used for its intended purpose.

### 4. Performance

- 4.1. Improved recruitment and retention levels will help secure the safe delivery of services commissioned by the Council which will improve performance, activity and access to essential services.
- 4.2. The grant is open to REACT providers and as that contract has a further 2 years to run any investment in supporting recruitment and retention will help facilitate safe and proactive acute hospital discharges. It will also help ensure that the findings of the **Parliamentary and Health Service Ombudsman** investigation published on 9<sup>th</sup> May 2016 into unsafe discharges from hospital will be less likely to occur in relation to Issue 4 'Patients being discharged with no home-care plan in place or being kept in hospital due to poor co-ordination across services'.
- 4.3. Staff employed at, or just above minimum wage are considered more likely to switch employers for marginal improvements in conditions or to leave for less stressful low wage jobs. Failure to invest in the social care market and more directly its workforce is a false economy when the costs of recruitment, retention and training are factored into pressures on the provider. The Care Act states ' A local authority must have regard to .... The importance of fostering a workforce whose members are able to ensure the delivery of high quality services (because for example they have

relevant skills and appropriate working conditions)'. This programme will support the Council to support the market to achieve this objective.'

- 4.4. Providers who have applied for the grant were expected to specify the value of the grant for which they applied and outline their proposal and demonstrate how this will increase and improve performance against Key Performance Measures in the service specifications.
- 4.5. Progress and activity reports will be collected at quarterly intervals throughout the campaign year.

## **5. Other key issues**

- 5.1. The campaign has demonstrated the Councils commitment and support of the independent sector and has proved a very positive relationship building tool during a time of turbulence within the market. This has fostered a sense of trust between the market and the Council.

## **6. Consultation and Equalities**

- 6.1. Providers of contracted services are fully engaged in the development and evolution of the campaign through regular meetings and shared activities. These meetings provided an opportunity to consult about the next stages of the campaign and what it is felt would be most effective to improve recruitment.
- 6.2. The concepts generated through these meetings were shared with Health Education England who supported the concept and proposed direction of the campaign.
- 6.3. An Equality Impacts Assessment has been completed and this programme is anticipated to have a high impact on the lives of people who are older and people who have a disability as it will support the care market in Hampshire to become more robust and will help ensure
  - improved access to reablement services ( REACT ) and Care at Home
  - Consistency of staff involved in the delivery of personal care plans
  - People are supported towards increased levels of independence
  - Improved quality of life and resilience

## **7. Future direction**

- 7.1. It is intended to build on the trust and positive relationships developed through this campaign in year 2 and improve trust and collaboration in the future development and shaping of the market as required by the Care Act.
- 7.2. This will help align the vision and needs of the Council with the development of the market and ensure a degree of synergy.

- 7.3. Findings from the grant programme will help inform the pricing structure of future community based care services and bring learning about the incentives and recruitment and retention initiatives that providers need to employ to make their businesses more sustainable and robust and this ensure the safe delivery of contracts awarded by the Council.
- 7.4. The campaign and associated activities will be taken forward by Workforce Development and shaped through their regular engagement events.

**8. Recommendation:**

- 8.1. That the Executive Member for Adult Social Care approves the award of grants up to a maximum total value of £41,539.50 to contracted Care at Home and REACT providers as set out in Appendix C of the report.

**CORPORATE OR LEGAL INFORMATION:****Links to the Corporate Strategy**

<b>Hampshire safer and more secure for all:</b>	yes
Corporate Improvement plan link number (if appropriate):	
<b>Maximising well-being:</b>	yes
Corporate Improvement plan link number (if appropriate):	
<b>Enhancing our quality of place:</b>	yes
Corporate Improvement plan link number (if appropriate):	

**Section 100 D - Local Government Act 1972 - background documents**

**The following documents discuss facts or matters on which this report, or an important part of it, is based and have been relied upon to a material extent in the preparation of this report. (NB: the list excludes published works and any documents which disclose exempt or confidential information as defined in the Act.)**

DocumentLocation

None

## **IMPACT ASSESSMENTS:**

### **1. Equality Duty**

1.1. The County Council has a duty under Section 149 of the Equality Act 2010 ('the Act') to have due regard in the exercise of its functions to the need to:

- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act;
- Advance equality of opportunity between persons who share a relevant protected characteristic (age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, gender and sexual orientation) and those who do not share it;
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

#### **Due regard in this context involves having due regard in particular to:**

- a) The need to remove or minimise disadvantages suffered by persons sharing a relevant characteristic connected to that characteristic;
- b) Take steps to meet the needs of persons sharing a relevant protected characteristic different from the needs of persons who do not share it;
- c) Encourage persons sharing a relevant protected characteristic to participate in public life or in any other activity which participation by such persons is disproportionately low.

### **1.2. Equalities Impact Assessment:**

This programme is anticipated to have a high impact on the lives of people who are older and people who have a disability as it will support the care market in Hampshire to become more robust and will help ensure

- improved access to reablement services ( REACT ) and Care at Home
- Consistency of staff involved in the delivery of personal care plans
- People are supported towards increased levels of independence
- Improved quality of life and resilience

These impacts will be measured on a quarterly basis against proposed activity plans outlined in the application process.

**2. Impact on Crime and Disorder:**

2.1. None identified.

**3. Climate Change:**

a) How does what is being proposed impact on our carbon footprint / energy consumption?

No impact identified.

b) How does what is being proposed consider the need to adapt to climate change, and be resilient to its longer term impacts?

No impact identified.

**Appendix C**

This schedule provides details of the applicants, the services delivered, planned activity and grant value.

<b>Provider</b>	<b>Contracted Providers</b>	<b>Planned Activity</b>	<b>Anticipated Impact</b>	<b>Cost of Activity</b>	<b>Value of grant</b>
Somerset Care	REACT	<p>Production of recruitment promotion materials and leaflet distribution.</p> <p>Materials for REACT recruitment events based events including Banners, Pull up stands and general marketing material</p> <p>REED Job board – utilised for active sourcing of candidates by our in house team of recruiters and bespoke job postings -</p> <p>CV Library – again utilised for active sourcing of candidates by our in house team of recruiters and bespoke job postings. Tablets used for applications at recruitment events to speed up application process and to assist those who are less computer literate with online application processes.</p>	<p>Somerset Care state that they believe this grant will help them recruit 16 specialist care practitioners and thus 'By increasing our current staffing levels we will be able to fully resource our services in order to ensure timely delivery of the REACT contract. They would like to ensure the capacity and resources to fully support the needs of Hampshire County Council in providing Care to an ageing population'</p>	£24,852	£7,500
AQS	Care at Home	Proposal is to focus on decreasing	Increase recruitment by	£10,000	£7,500

		<p>churn and turnover of staff by improving overall retention and longevity through workforce development positively impacting on recruitment.</p> <p>Develop a radio and social media campaign, produce a short film about working in care and for AQS for use at recruitment events</p>	100 people over a one year period		
ACASA	Care at Home and REACT	<p>This application proposes an increase in online advertising at a cost of £4,000. Staff development and retention programme at a cost of £4,000. ACASA also want to widen the market they can attract by offering driving lessons to those interested in the career but without the ability to drive by funding driving lessons at a cost of £2,000</p>	Employ a further 8 staff increasing available care hours by 320 hours per week.	£10,000	£7,500
Numada	REACT	Introduction of a staff retention programme and use of an On line CV library and Premium Job Listing site	in new recruits by 5 and retention of existing staff	£10,649	£7,500
The You Trust	REACT	To run a bespoke Text Back Radio campaign for Winchester REACT service and increase online and social media presence	Increase new recruits by 5 = 200 care hours	£8,086	£6,064.50

Willow Tree	Care at Home	Funded Intensive Driving Courses linked to a staff retention programme	increase weekly care hours by 425 per week and aid retention of staff who cannot drive.	£7,299.	£5,475
<b>Total value of recommended grants to be awarded</b>					<b>£41,539.50</b>