

ORGANISATIONAL CHANGE SCRUTINY AND OVERVIEW COMMITTEE

Date of Meeting	Monday 9 th December 2019
Report Subject	Flintshire Micro-care ADM Project
Cabinet Member	Cabinet Member for Social Services
Report Author	Chief Officer (Social Services)
Type of Report	Operational

EXECUTIVE SUMMARY

We, like many local authorities, face pressures in meeting the increasing demand for social care, with a growing older population and care agencies finding it difficult to recruit and retain employees. Delivering care into more rural parts can be particularly problematic.

Following a feasibility study we have established a pilot Micro-care enterprises project to innovatively tackle the problem of the supply of care and have been successful in bidding for funding from both Cadwyn Clwyd and the Welsh Government to support the implementation of the project.

Micro-care enterprises are defined as small companies with 5 employees, many of which are sole traders, providing care or care-related services to the citizens of Flintshire.

The pilot will run until June 2021 and together with Social Firms Wales, Wales Co-operative and other stakeholders will support the development of new Micro-care enterprises in Flintshire. This is one of the first pilots of its type in Wales and positive risk-taking and innovation are essential to enable the pilot to succeed.

Two Micro-care officers have been in post since early September and have made significant progress in scoping how the project will operate and addressing key barriers. At this point in time they are actively working with six individuals interested in becoming Micro-care businesses and will be working to promote the pilot and expand significantly the number of Micro-care enterprises operating across Flintshire. In addition they are working with three micro-care business to explore further development opportunities.

RECOMMENDATIONS

1	Note the progress made to date and contribute suggestions as to how the project could develop.
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REPORT DETAILS

1.00	BACKGROUND
1.01	<p>Pressures on the social care sector are well documented. The North Wales Population Assessment (2017) projects that in Flintshire, we are likely to see an unprecedented increase in the number of older people (those aged 65+) from 30,000 in 2014 to 46,000 by 2039. The impact this can have on the current social care sector is vast, given that there are currently issues with a lack of capacity in the sector.</p>
1.02	<p>A Strategic Review of the Care Sector in Flintshire in November 2017 found that:</p> <ul style="list-style-type: none"> • Providers of care reported that recruitment and retention in to the sector is a particular challenge. • There were a number of community based approaches outside of the delivery of traditional residential, nursing and domiciliary care services that may play a role in providing support to individuals where needed and add additional resource to a sector that is struggling with a lack of capacity to meet need.
1.03	<p>A Feasibility study carried out by Social Firms Wales on behalf of the Council examined the potential for developing Micro-care enterprises in Flintshire. Following the report in January 2019, approval was given to set up a Pilot Micro-care project in Flintshire and a multi-agency micro-care Implementation Board was established. The project is part of the wider Council Alternative Delivery Model (ADM) Programme.</p>
1.04	<p>The pilot will seek to develop and support the growth of micro-care enterprises in Flintshire to deliver direct care. The growth of Micro-care can divert crisis in the care sector as a preventative measure, whilst delivering care which is efficient, effective and person centred. The project will provide opportunities to build resilience in communities through developing local, bespoke solutions to peoples care needs.</p>
1.05	<p>Micro-enterprises are defined as small enterprises with up to 5 staff, although many will be sole traders. They are operated by people who are entrepreneurial with a flair for overcoming challenging situations and developing new approaches.</p>
1.06	<p>The pilot programme will run until June 2021 to develop a micro-care market across Flintshire. It will:</p> <ul style="list-style-type: none"> • Support people to develop ideas to become a micro-provider • Help create more choice in the care market by creating the right conditions for new and different services to be set up and become sustainable • Raise the awareness of micro-enterprise as a model of care • Raise the awareness of care as a profession of choice • Support people develop ideas to become a micro-provider • Develop a network of micro-providers and support them to work co-operatively

	<ul style="list-style-type: none"> • Create a seed fund to support micro-carers to finance their set-up e.g. laptop for record keeping, help with cost of insurance, uniform etc. • Develop resources including a micro-care business tool-kit to support people wanting to develop small care enterprises now and in the future • Develop a dedicated and frequently up-dated, easy to access database to expose care workers to the market place, provide professionals up-to-date information for client referral and provide those needing support and care access to professional, approved care workers • Create a quality framework that safeguards commissioners, clients and care providers • Sign-post new providers and services to relevant development and business advice services • Work with local agencies, organisations and services to find different ways of offering local providers the support, advice, information, products and training they need • Consider direct commissioning challenges and identify solutions to overcome them • Support more people to take up direct payments, to give them more control and choice of care options • Consider how co-operative arrangements can further support the Micro-care model and assist the Council in meeting Section 16 of the Social Services and Well-being (Wales) Act 2014 - promoting social enterprises, co-operatives, user led services and the third sector
1.07	The pilot will involve positive risk-taking to enable us too safely and legally commission with micro-care enterprises and alongside them, develop a new model of care delivery. The project will help to provide a solution to a number of social care and support challenges faced not only by Flintshire County Council, but all local authorities across Wales, e.g. increased demand, reduced budgets, service cuts and limited care options.
	PROJECT UPDATE
1.08	Two Micro-care Development officers have been recruited to deliver the pilot. One of these posts is funded through Invest to Save which allowed a match-funding bid to Cadwyn Clwyd for a second post and development costs within the pilot. An Implementation Board has been established to oversee the project, made up of nominated officers across portfolios, member representatives and wider stakeholders to co-produce and implement the project.
1.09	An additional funding bid was submitted to the Welsh Government's Foundational Economy Fund to work with Social Firms Wales to further support/develop the project. We were awarded £100,000 over two years to support the development of the quality framework, provide seed funding to new micro-enterprises in Flintshire, and evaluate the project at the end of year 2 and to develop a micro-enterprise network.

1.10	<p>To date the following has been explored/achieved:</p> <ul style="list-style-type: none"> • Produced Micro-care leaflet and attended events to promote Micro-care: Care week drop-ins, Flintshire County Forum, Social Enterprise Network, NEWCIS carers drop in events • Meetings with key stakeholders as part of their induction process • Updated project plan and risk log • Developed processes and pathways for engaging with potential Micro-carers • Defined the route by which we can directly commission care from Micro-carers in ways that build business sustainability • Worked with Business and Training organisations to develop our “Support” offer to Micro-carers • Mapped existing provision, community groups, PA’s etc. • Developed a database of individuals who have expressed an interest in Micro-care and actively supporting 6 individuals to develop their business ideas • Developing Key Performance Indicators for the pilot • Developing a communications plan <p>The team are currently working on:</p> <ul style="list-style-type: none"> • Devising a written agreement with Social Firm Wales to manage their work on the pilot • Modelling fee rates for Micro-care enterprises • Identifying Insurance requirements and Exploring cost effective options for Micro-care providers • Developing the Quality Framework • Developing new leaflets, posters and branding • Working with the Wales Cooperative Centre to explore opportunities for developing cooperation between Micro-carers in the future • Developing contingency ideas to deal with circumstances where Micro-carers cannot provide planned care, due to for example illness or holidays • Arranging a number micro-care promotional events over a two week period in February 2020 • Currently working with 6 potential micro-care providers and supporting 3 existing providers to develop their services.
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2.00	RESOURCE IMPLICATIONS
2.01	Revenue Funding - Invest to save funding has been secured for one two year development post and match funding secured from Cadwyn Clwyd to fund a second post and project development costs. The total funding from Cadwyn Clwyd amounts to £106, 429 over the 2 years of the project.
2.02	Welsh Government’s Foundational Economy Fund have also agreed to contribute £100,000 over two years to support the project. This is a mix of revenue for Social Firms Wales and the Council, Seed Funding for new enterprises and project development costs. A breakdown is given in the table below:

Foundation Economy Bid Budget Breakdown			
	2019/20	2020/21	Total
Council Officers time	£4,535	£20,904	£25,439
Micro-care Champion Programme		£5,000	£5,000
Social Firms Wales's time including Programme Involvement, Seed Funding Administration, Quality Framework Development and Review, Resource Development and Review, Project Officer Support, Network Support	£14,600 (28 days)	£16,500 (34 days)	£31,100
Evaluation (SFW)		£4,500	£4,500
Network and Event Development	£1,000	£1,200	£2,200
Seed Funding (Held by SFW)	£10,000	£15,000	£25,000
IT Equipment	£1,000		£1,000
Project Support Costs	£3,000	£2,761	£5,761
Total	£34,135	£65,865	£100,000

3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT
3.01	The Micro-care project was risk-assessed as part of the decision-making process that led to the project being initiated. The Risk Assessment is being continually updated as the project progresses.
3.02	Under the five delivery principles of the Well-Being of Future Generations Act, a successful project that leads to the creation of a number of Micro-care enterprises can have a range of impacts which are currently being evaluated as part of an Integrated Impact Assessment for the project. Outcomes of this process will be detailed in future reports. The pilot is of considerable interest to Welsh Government, and is seen as a key initiative in the “rebalancing care” agenda, to strengthen public sector and community led social provision.

4.00	CONSULTATIONS REQUIRED/CARRIED OUT
4.01	<p>A number of key stakeholders were consulted during the Feasibility Study. In addition a number of organisations will be engaged with throughout the life of the programme including, but not limited to:</p> <ul style="list-style-type: none"> • CIW (Care Inspectorate Wales) • Social Care Wales • Wales Co-operative Centre <p>Since the commencement of the pilot at the start of September the Micro-care officers have engaged with citizens, councillors and enterprises in the following events:</p> <ul style="list-style-type: none"> • Care Week

	<ul style="list-style-type: none"> • Flintshire County Forum • Flintshire Social Enterprise Network <p>As the pilot progresses there will be further opportunities to engage with citizens in both developing and evaluating the pilot.</p>
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5.00	APPENDICES
5.01	None.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	None.

7.00	CONTACT OFFICER DETAILS
7.01	<p>Contact Officer: Rob Loudon, Micro-care Officer Telephone: 01352-701461 E-mail: robert.loudon@flintshire.gov.uk</p>

8.00	GLOSSARY OF TERMS
8.01	<p>Alternative Delivery Model (ADM) - An operating model that is different from the current method of delivery of the service. In the context of the work being undertaken by the Council at present the main models are Collaboration, Shared Services, Independent Trading Company, TECKAL, Mutual, Cooperative, Social Enterprise, and Community Asset Transfer. These models range from those that are closest to public service delivery to those that are the most removed from public sector delivery. This scale also helps indicate (as a rule of thumb) the amount of control that is retained by the Council, and as a result the amount of transfer that is required from the Council to other agencies.</p> <p>Care Inspectorate Wales (CIW) - The inspectorate for Care and Social Services formally known as Care and Social Services Inspectorate Wales (CSSIW).</p> <p>Commissioning - The process of specifying, securing and monitoring services to meet people's needs at a strategic level.</p> <p>Direct Payments (DP) - Are as payment made by a local authority social services department to an individual who has been assessed as having care and support needs who wish to arrange their own care and support services.</p> <p>Grant Funding - Are a type of funding provided by the government, local councils and some private organisations. Organisations have to apply for</p>

the grant and demonstrate how they will meet the outcomes and conditions of the grant. Grants don't normally have to be repaid but will be subject to clawback in certain circumstances.

Invest to Save Budget - An amount of money which the Council has agreed to invest in a service or a project, with a requirement to demonstrate efficiencies equivalent to the spend through the changes which are being made.

Micro-care enterprise- a sole trader or small company with up to 5 employees that delivers personal care or care-related type services.

North Wales Population Needs Assessment - This report is an assessment of the care and support needs of the population in North Wales, including the support needs of carers. It has been produced by the six North Wales Councils and Betsi Cadwaladr University Health Board (BCUHB) supported by Public Health Wales, to meet the requirements of the Social Services and Wellbeing Act (Wales) 2014.

Social Enterprise- a business with conscience that is driven by a cause. It focusses on the impact it has on people or the environment and generates profits which it ploughs back into the community.

Seed-funding-Start-up funding that is made available to an enterprise in order to get it off the ground or to support it through start-up.

Quality Framework-Describes the accreditation process which Micro-care enterprises will need to be passed through before delivering services. The framework will consist of a number of quality checks designed to ensure Micro-carers will offer quality services to our citizens.