

Cabinet – 21 July 2021

Shared Lives – Remodelling the Payment Methodology

Portfolio: Councillor Rose Martin: Adult Social Care

Related portfolios: All

Service: Adult Social Care

Wards: All

Key decision: Yes

Forward plan: Yes

1. Aim

To update Cabinet members with regards to the findings from the recent consultation with Shared Lives carers around the potential remodelling of Shared Lives payments. To ask Cabinet to consider the findings and seek approval to proceed to implementation of the new payment model. This update supports the initial Cabinet report presented in April 2021.

2. Summary

- 2.1. This is a key decision as it will affect all Shared Lives carers across all wards of the borough and a financial value in excess of £250k per annum.
- 2.2. The Shared Lives service has recently delivered a consultation exercise and invited 83 Shared Lives Carers to have their say, with a view to considering the remodelling of the payment structure for the Shared Lives scheme. Cabinet members agreed to this in April 2021, with the expectation for officers to return with the update and potential next steps as part of moving this forward. Shared Lives delivers a range of services locally as part of an ordinary “family environment”, maximising outcomes, independence and fulfilled lifestyle by being supported by a range of Host carers from the carers’ own home.

3. Recommendations

- 3.1. Cabinet to note the summary of key findings from the recent consultation exercise (**Appendix 1**).

- 3.2. Cabinet to approve the Directorate's wish to proceed to implementation of the preferred payment model inclusive of four bandings, for purpose of payments to Shared Lives carers. As originally set out within the report to cabinet in April 2021.
- 3.3. Cabinet to agree that this work can be delivered across several months as part of good practice and to maximise the opportunities of the service retaining its current cohort of carers, to minimise disruption to existing end users of the service and to ensure that people are given sufficient notice of the changes, noting that the changes will also require the support of other Directorate teams and systems to ensure the smooth process for payments across the scheme.

4. Report detail - know

- 4.1. The Shared Lives service recruits local people to become sustainable and innovative self-employed carers, who provide care and support to local people avoiding the need for costly traditional services and increasing their choice and outcomes.
- 4.2. Historically Shared Lives Carers have been paid based on individually costed care packages. This has resulted in a series of inequitable payments to Shared Lives carers, not necessarily reflective of the need of the service user and the service that the Shared Lives carer provides. The absence of a standard payment offer makes it difficult to recruit more carers.
- 4.3. The scheme was last reviewed in 2012 and inflationary uplifts have not been applied annually except for a 2.4% uplift applied in 2020/2021.

Context

- 4.4. Shared Lives is a very effective model of support to adults and young people who require support and care from Adult Social Care. The commissioned service is part of a regional and national model of service that is also aspiring to continued development and improvements that keep abreast of change and customer needs.
- 4.5. Shared Lives Walsall forms network arrangements with Shared Lives Plus, this is a regional network forum that is itself looking for new ways to modernise and incentivise carers to join this model of service delivery.
- 4.6. The purpose of the consultation was to give all existing Shared Lives carers the opportunity to have their say and shape the future of the Shared Lives payments model. Adult Social Care have developed a simplified model of banded rates shown at **Appendix 2**.
- 4.7. The rates are illustrative only and categorisations and values will now be further informed because of the recent consultation and based on 2020/21 budget allocations.

- 4.8. From the feedback received, 44 Shared Lives carers supported the need for a transparent payment structure. Some people added additional comments within the survey as to why the model is needed. A full breakdown of the consultation feedback is available on request
- 4.9. The work completed prior to the consultation helped to evaluate the current position and benchmark against regional and family group comparators and Shared Lives Plus at a national level. Engagement with existing carers prior to also formally consulting has meant that the options have been based on local, regional and national developments along with the financial affordability of any preferred offers moving forward.
- 4.10. The preferred option based on the information gathered before and after the consultation process is one that aligns to best practice and is very similar to the models used by other Local Authorities. Based on consultation feedback alongside the fact that there are a wide range of needs being supported by carers currently within Shared Lives has meant that the preferred model has been scoped financially and is one which will fit well within the local scheme.
- 4.11. Feedback on the core fundamentals of the preferred model were included in the consultation. These included:-
- Weekly rates for Long Term Care funded Low, Medium, High and Very High.
 - Nightly rates for respite with no premium for the first night's respite.
 - Day opportunity sessions in either half or full days categorised at the relevant level.
 - A transport payment model based on equity and fairness in terms of what the Shared Lives carer and user pay for, giving due consideration to welfare benefits received, specifically to fund transport.
 - Carers are required to attend at least 75% of training sessions and payment for attendance at training will become part of the core allowances paid. It is the expectation of Adult Social Care and the Care Quality Commission that accurate training records are maintained, as part of good practice.
- 4.12. Financial equity of payments to Shared Lives carers are considered and will continue to be so once any new model is introduced. Each Shared Lives Carer will be risk assessed against the funding that they receive as part of the preferred option, where they are likely to exit the service. Consideration will be made for a transitional payment to retain carers if the costs of alternative provision are higher eg Supported Living or Residential, or the needs of the individual service user are compromised or put at risk. Transitional payments will not be available to all carers as not all will require this. This will be arranged on an individual basis.
- 4.13. There are currently 53 paid carers registered with Shared Lives (however in approximately 20 instances, partners of the paid carer are also involved in the day-to-day care and support given to the service user). In addition to this there are approximately 28 Shared Lives carers registered, who can support the

service when necessary but are not providing a service at this time. The carers currently support 70 service users with a range of needs as part of their Social Care package.

- 4.14. The recent consultation event ran between April to the end of May in order to ensure all of the 83 Shared Lives carers invited to take part in the exercise had equal opportunity to do so and feed into the consultation should they wish to do so. 45 people in total participated in the consultation.
- 4.15. There was a mix of online and hard copy versions of the questionnaire/survey and participants were also offered opportunities to speak to an officer directly if they preferred to take part in that way. Follow up calls were made to the participants as were emails and a chaser to maximise the opportunities to seek as many views as possible as part of this exercise.
- 4.16. Prior to consultation, long term carers were made aware that the service needed to be developed in order to make it more sustainable for existing customers but also to ensure that it was an attractive opportunity for new carers in the future. Carers were made aware that the service could not remain as it was, and that the local authority needed to implement a standardised model in line with other local authorities.

Council Corporate Plan Priorities

- 4.17. The work delivered and developed for the Shared Lives financial modelling and reshaping of the service delivery locally, will wholeheartedly fit with the corporate priorities, the Proud Programme and is part of the Adult Social Care Transformation Plan.
- 4.18. There is a need to improve the customer experience, engagement, and focus on improving outcomes that promote independence, and improves health and wellbeing. Working to support the statutory functions also helps to support and align resources and responses to customer concerns, ideas and compliments.
- 4.19. The draft proposals link to numerous Corporate workstreams inclusive of Assets: Commissioning; Income Generation, and Third Party Spend. The Shared Lives service and its approach to delivery of outcomes will also help to bring some of the themes closer together.

Risk management

- 4.20. The risks to the existing service will be that some Shared Lives Carers may decide that they do not wish to continue to be a carer if the payment structure changes. That said from the outcome of the consultation, most respondents (31, 69%) support the use of a banded payment model, 4 do not support the change and 9 'don't know'.
- 4.21. The mitigations for the risks associated with people choosing to leave their role as a Shared Lives Carer will include the consideration of a transitional arrangement in order to minimise the placement becoming destabilised, but

with the recognition that by a point in time the Shared Lives Carer will be supported to transfer to the new model. Where this cannot be sustained, lead in times for exiting from a placement will be in place as part of the usual operational process. Individual arrangements will be monitored locally on a case-by-case basis.

- 4.22. When carers were asked if they felt that travel costs should be included in the payment for essential and none essential travel, 12 out of 16 respondents felt it should not be. Consideration has been given to the comments made in relation to this area and the potential mitigations can be realised as part of the request to proceed with the preferred options
- 4.23. 20 respondents (44%) agree that payment for attending/completing mandatory training is included in the overall payment for all Shared Lives carers. 16 disagreed and 9 did not know.
- 4.24. There are risks associated with the promptness of introducing the new model as there are current capacity issues across the immediate directorate with regards to PMO and systems support due to vacancies. Recruitment to these posts is in hand, but this could delay the timeliness of the introduction of this agenda, which in turn does impact on the Directorate's Transformation plan.

Financial implications

- 4.25. The preferred options have been modelled within the existing financial envelope at a service user level. The aim of the new model would therefore be to retain costs within the existing Shared Lives budget for 2021/2022 of £1.330m.

Legal Implications

- 4.26. No legal implications are identified.

Procurement Implications/Social Value

- 4.27. There are no known procurement implications associated with this report. The services are not procured as a contract for services therefore the Public Contract Regulations 2015, the Council's Contract Rules and Social Value Policy do not apply. Opportunities may however exist to derive Social Value benefits from the provision of services referred to in the report such as the environmental sustainability referred to in in section 4.33 of this report.
- 4.28. The draft proposal realises meaningful Social Value benefits in line with the Council's Social Value policy.

Property implications

- 4.29. No property implications are identified.

Health and wellbeing implications

- 4.30. Pro-active risk management across children and adults process and procedures will continue to be observed and reviewed throughout. The introduction of a strength based approach across the statutory assessment process would mean that all people currently living within a host carers' home for purpose of Shared Lives will receive regular reviews, thus receiving support to aspire and meet the outcomes set out within their strength based plan.

Staffing implications

- 4.31. No staffing implications are identified.

Reducing Inequalities

- 4.32. An initial Equality Impact Assessment (EqIA) has been completed as part of the draft model. The EqIA is updated for the purpose of this report and to include the outcomes from the recent consultation.

Climate Change

- 4.33. This project is not impacting on climate change, although as it is also the intention to attempt to promote independence and a strength-based approach with people, there may be far more opportunities to support people to connect and move across the Borough by foot for some journeys as opposed to by car or public transport-complimenting the positive approaches towards climate change and improved health and wellbeing where at all possible.

Consultation

- 4.34. Consultation took place from end of April and was extended to the end of May to attract the contributions from as many Shared Lives carers as possible. The consultation methods were online survey hard copy questionnaire on request, telephone conversation or email. There were chaser telephone calls and email reminders built into the timelines to maximise the input from as many Shared Lives carers as possible. The outcomes of the consultation are covered in section 5 of this report, but more detailed within the supporting slide deck (**Appendix 1**).

5. Decide

- 5.1. It needs to be recognised that the feedback from the consultation was from a small cohort of people, therefore it is important to focus on the numbers of people who took the time to take part as opposed to the percentage of people responding to a certain category of answers.
- 5.2. Out of possible 83 people invited to take part, 45 people who responded to the Question "Do you support the need to change the current Shared lives payment arrangements to create a clearer, fairer and more transparent payment structure?" 32 participants (70%) of the respondents agreed that they

did support this: 9 people (20%) said they didn't know and 4 people (9%) said that they did not support the need to change the current shared Lives payment structure.

- 5.3. Overall, based on the feedback as part of consultation, a large proportion of the Shared Lives Carers said they would continue to remain as Shared Lives Carers, with the remainder saying that they may leave and some saying they didn't know.
- 5.4. Most people agreed to the bandingsystem, and most would prefer the level four bandings. It is also recognised however that some preferred just 3 bandings as to have 4 would create pressures in relation to deciding whether to approve a level 4 payment or keep it at level 3 when the person's needs are very complex.
- 5.5. There is a need to decide how to manage the expectations around travel and travel costs. Although most people agreed that travel cost should remain outside the banding, alternative methods of payments for this outside the new model can also leave people open to vulnerability and uncertainty around when this can and cannot be reimbursed.

6. Respond

- 6.1. For Cabinetmembers to note the feedback from the consultation exercise and to consider the directorate's wish to proceed and introduce over the next few months, the preferred remodelled payment structure across Shared Lives which is the four banding System.
- 6.2. The EqIA will be used to inform the conversations with Shared Lives Carers and individuals who are end users of the service, to minimise disruption with regards to the changes that will take place around Shared Lives Carers payments.
- 6.3. All arrangements in relation to Shared Lives will be delivered via the registered office at Goscote as well as by the officers who are required to be involved to safely land this workstream across the Directorate; inclusive of finance, systems and PMO Officers as part of the whole system change for this service model.
- 6.4. The Shared Lives service are already working with the Corporate Communication team to attract new carers into the Shared Lives Scheme as part of a 12-month recruitment and marketing campaign.
- 6.5. The aim is to elevate the care and support scheme as a good practice model and one which is attractive to join as a paid carer, not just as an aspirational vocation, but a job which is also encouraging potential applicants from care; health; public facing backgrounds who can also consider this as a career, whilst offering a sound value base and nurturing approach to people, aged 16 plus who have a diverse range of needs.

6.6. To encourage all future carers to continue to promote a supportive, caring and welcoming environment for the person they are responsible for to live, as well as engaging in community life as much as possible and all of this as part of an agreed Person centred plan that is reviewed as part of a strength based set of goals that see a person develop new skills and aspirations.

7. Review

Governance arrangements for this work to take place via the Finance and Transformation Board for Adult Social Care.

Background papers

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12 July 2021

APPENDIX 3 – Indicative Proposed Rates 2020/2021 Prices
Subject to amendment following agreement with Corporate Finance

These rates are illustrative only and categorisations' and values will be further informed by the consultation process.

Long Term Care			
Level 1 - Low		£310.42	per week
Level 2 - Medium		£362.72	per week
Level 3 - High		£412.72	per week
Level 4 – Very High		£480.00	per week

Respite Care			
Level 1 - Low		£44.35	per night
Level 2 - Medium		£51.82	per night
Level 3 - High		£58.97	per night
Level 4 – Very High		£68.57	per night

Day care			
Low needs		£29.40	Half day
Medium needs		£33.40	Half day
Low Needs		£58.80	Full day
Medium needs		£66.80	Full day

Half day –maximum 4 hours
Full day –maximum 8 hours

Other rates			
1:1 Day care		£11.24	per hour
Mileage not part of DLA		£0.41	per mile
Training		£8.91	per hour