

## **Cabinet – 21April 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 seek permission from Cabinet to commence a formal consultation process regarding revised payments for Shared Lives Carers.

#### **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 enables people with care needs to receive services locally as part of an ordinary “family environment”, maximising their outcomes and independence.

#### **3. Recommendations**

- 3.1. Cabinet to note the report and the draft model.
- 3.2. Cabinet to approve that a formal consultation period can commence with Shared Lives carers and service users for them to have the opportunity to influence the final model.
- 3.3. To feedback to Cabinet the results of the consultation.

#### **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 with the exception of 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 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 and 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 aspiration is for Walsall to move to a standardised care model for all aspects of care frequently used by other authorities and recommended as best practice from Shared Lives Plus. Adult Social Care's draft proposal for consultation is for a simplified model of banded rates shown at **Appendix A**. These rates are illustrative only and categorisations' and values will be further informed by the consultation process.
- 4.7. It is anticipated that if a standardised payment model is implemented it would generate administration efficiencies via simplified payment rates.
- 4.8. The draft payment scheme should enable transparency to existing service users on the Shared Lives payment offer as well as being understandable and attractive to new Carers who wish to join the scheme.
- 4.9. As part of scoping and developing the draft model and rates, a significant options evaluation was undertaken. The evaluation included benchmarking and engagement with our regional and family group comparators and Shared Lives Plus at a national level. The draft model Walsall Council is proposing aligns to best practice and is very similar to the models used by other Local Authorities.
- 4.10. The core of the proposed draft model is:
  - Weekly rates for Long Term Care funded Low, Medium and High, 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 training records are maintained, as part of good practice.
- 4.11. In scoping and developing the draft model, extensive internal stakeholder consultation was undertaken.
- 4.12. Financial equity of payments to Shared Lives Carers will be considered as part of the consultation. As part of the consultation, each Shared Lives Carer will be risk assessed against the funding that they receive under the draft proposals and whether they are likely to exit the service. If a Shared Lives Carer is likely to exit the service as a result of the draft model, then consideration will need to be made for a transitional payment to retain them if the cost of alternative provision are higher eg Supported Living or Residential. An update in relation to this will be given in the Cabinet report post consultation.
- 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 service underwent an initial change in 2018 in order to prepare carers for the introduction of schedule payments and carers were informed that a future consultation exercise would be undertaken to remodel the payment scheme completely.
- 4.15. 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 of 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**

- 4.16. 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.

- 4.17. There is a need to improve the customer experience, engagement, and focus on improving outcomes that promotes independence, and improved health and wellbeing. Working to support the statutory functions also helps to support and align resources and responses to customer concerns, ideas and compliments.
- 4.18. The draft proposals links 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**

- 4.19. Risks regarding individual arrangements will be monitored locally on a case by case basis.
- 4.20. If, as part of the move to a new model, Shared Lives Carers existing carers choose not to continue in their role and there is an assessed care need, alternative care provision would need to be identified.

### **Financial implications**

- 4.21. The proposed changes have been modelled within the existing financial envelope at a service user level. The aim of the new model would be to retain costs within the existing Shared Lives budget for 2020/2021 of £1.106m. Note that this may result in a cost saving against budget depending on the outcome of the consultation.

### **Legal Implications**

- 4.22. No legal implications are identified.

### **Procurement Implications/Social Value**

- 4.23. Adult Social Care have confirmed that advice will be sought from procurement where appropriate to ensure that the Council is compliant with any relevant Procurement legislation or statutory guidance, mainly Public Contract Regulations 2015.
- 4.24. The draft proposal realises meaningful Social Value benefits in line with the Council's Social Value policy.

### **Property implications**

- 4.25. No property implications are identified.

### **Health and wellbeing implications**

- 4.26. 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**

- 4.27. No staffing implications are identified.

### **Reducing Inequalities**

- 4.28. An initial Equality Impact Assessment (EqIA) has been completed as part of the draft model. The EqIA will be developed to incorporate users and carers' comments as a result of the consultation.

### **Consultation**

- 4.29. It is anticipated that the consultation will commence in May 2021, but can only commence following Assessment and Care Management review of care packages. This will enable up to date and accurate information to be given to the Shared Lives Carers. As part of the consultation, existing carers will need to be considered as well as potential new ones and those registered with the service but not providing support currently. If Cabinet grants permission consultation methods would include a questionnaire as well as opportunities for Carers to give their views over the phone and in virtual meetings. We will also consult with national bodies who can provide relevant input to the draft proposal.

## **5. Decide**

- 5.1. In 2018/19, work was undertaken across the service to benchmark Shared Lives against many different models of service delivery for purpose of supporting adults with disabilities. Following this work, it was agreed that the Shared Lives model was a cost effective and proportionate service model for people who had a range of disabilities, Mental Health needs, Autism or who were transitioning from a children's foster placement to that of an adult placement (Shared Lives).
- 5.2. All existing paid carers within the scheme received communication in Dec 2018 in relation to scheduled payments. The next phase of the programme is to seek users and carers' views on the draft payments model.

## **6. Respond**

- 6.1. For Cabinet to note the draft payment model for consultation.
- 6.2. The findings from the consultation and the EqIA will be used to inform the final model which will be brought back to Cabinet for approval at a future date to be determined.

- 6.3. All arrangements in relation to Shared Lives will be delivered via the registered office at Goscote.
- 6.4. Recruitment of new carers will be critical for the successful growth of any new proposal. It is therefore vital for the local service to continue to engage with Shared Lives Plus regionally and its partners around regional commissioning and recruitment initiatives that will assist Walsall Shared Lives to recruit local carers based on the modern approach.

## 7. Review

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

## Background papers

### Author (s)

Jeanette Knapper  
Group Manager Adult Resource  
☎ 07500028637  
✉ [Jeanette.Knapper@walsall.gov.uk](mailto:Jeanette.Knapper@walsall.gov.uk)

Kirpal Bilkhu  
Operational Service Delivery Manager  
☎ 07500 973133  
✉ [Kirpal.Bilkhu@walsall.gov.uk](mailto:Kirpal.Bilkhu@walsall.gov.uk)

Nigel Imber  
Project Manager  
☎ 07507464075  
✉ [Nigel.Imber@walsall.gov.uk](mailto:Nigel.Imber@walsall.gov.uk)



Kerrie Allward  
Executive Director

12 April 2021



Councillor Rose Martin  
Portfolio Holder

12 April 2021



**APPENDIX A – 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 @ £7.35		£29.40	Half day
Medium needs @ £8.35		£33.40	Half day
Low Needs @ £7.35		£58.80	Full day
Medium needs @ £8.35		£66.80	Full day
Half day - 4 hours			
Full day - 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