

Home Care

– a focus on inclusive economy & social value

Corporate Resources and Economy Scrutiny Committee – 5 December 2024

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Islington Together 2030 Plan

Islington 2030 Plan sets out clear ambitions for the borough to create a more equal future for all residents where everyone has the power to live their lives on their own terms. This commitment includes:

- Putting residents first
- Being bolder and more innovative
- Providing accessible help and support
- Investing in the local economy by supporting local businesses to provide opportunities for the good of local people.

The new home care service ambitions support the following missions:



1. Child-friendly Islington

By 2030, Islington is a place where all children and young people are rooted in a community where they feel safe, can thrive and are able to be part of and lead change.

2. Fairer Together

Early intervention and prevention in collaboration with the local community and reducing inequalities.

3. A Safe Place to Call Home

By 2030, everyone in Islington has a safe, decent and genuinely affordable place to call home.

4. Community Wealth Building

By 2030, there is a sustainable, inclusive, and locally rooted economy in Islington, where wealth is shared fairly, and residents and businesses feel they have a stake in their community.

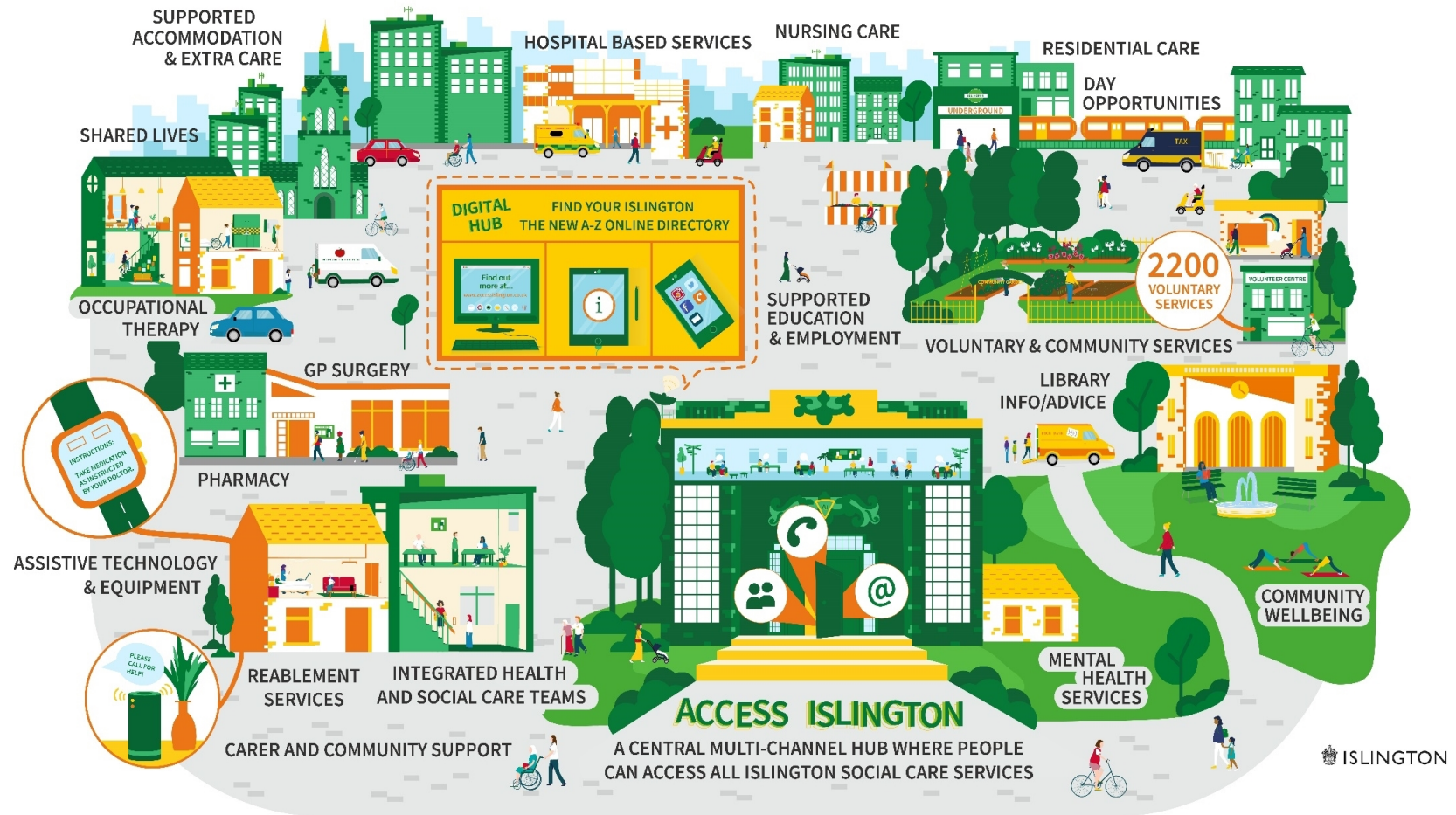
5. Greener, Healthier Islington

By 2030, communities in Islington can access, and enjoy London's greenest, cleanest and healthiest neighbourhoods and are able to live healthy, fulfilling and independent lives.



Our Adult Social Care Vision:

For Islington to be a place made up of **strong, inclusive and connected** communities, where **regardless of background**, people have **fair and equal access** to adult social care support that **enables** residents to live **healthy, fulfilling and independent** lives.



Islington Adult Social Care Offer – achieving better outcomes for residents



The right support

Getting the right support to keep residents safe. Reduce or delay the need for longer term services using targeted support and assistive technology.



The right time

Resolving issues at the first point of contact wherever possible, to maximise residents' resilience and independence.



The right place

Assisting residents to remain at home, with access to the full range of community services that Islington has to offer.

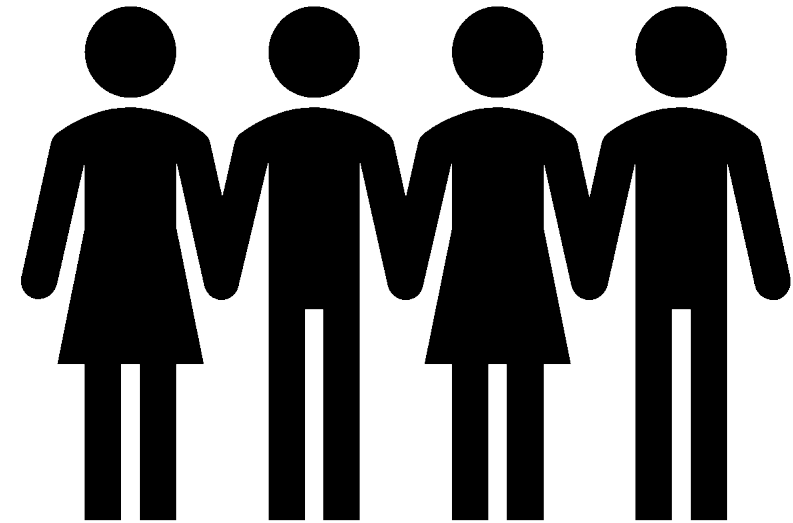


The right network

Working with the resident, their support network and our partner organisations to achieve better outcomes and make the most effective use of our resources.

Islington's new home care service

- The new home care contracts started on 1 April 2024.
- Opportunity for considering how we commission the service and what type of service model we need.
- A collaborative approach to shaping the new home care service – residents, carers, social work colleagues, providers, home care practitioners and commissioners.
- We changed
 - the way we commission – our procurement approach
 - the service model.
- We now have a home care framework with
 - 9 locality providers (our main providers)
 - 14 secondary providers (back up providers for when we need additional capacity or to meet a specific need)



Key Ambitions for home care in Islington



1. Improve outcomes for residents

maximises wellbeing and independence for all



2. Secure capacity within high quality provision

to meet fluctuations in demand and diverse needs



3. Delivers greater value for money

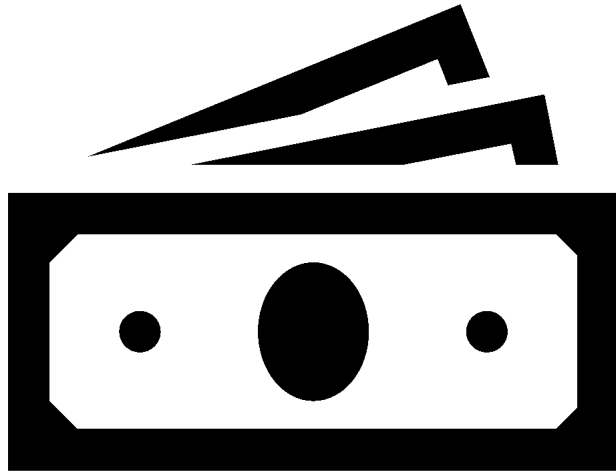
decreases or better manages demand



4. Drive a more inclusive economy

Diversify the home care market
pay and conditions for the workforce;
community wealth building

Ambition 3: Deliver greater value for money



- **Social value** contributions delivering greater overall value for money
- Greater ability to improve **resident outcomes**
- **Improved quality of life, improved relationships** between carer and resident who draws on home care
- For some, **reduction in need** = better quality of life = less demand = reduction in cost
- **Prevent/delay escalation of need** = less/delayed statutory intrusion into someone's life = cost avoidance

Ambition 4: Drive a more Inclusive Economy

Procurement approach

- Framework and providing range minimum hours locality contracts provide opportunities for new, smaller, emerging providers to enter the market - more diversity in the local home care market

Social value

- 20% of award criteria
- Four areas we asked providers to **consider**:

Staff welfare

- E.g.
- Union membership
 - Mayor London Good Work Standard accreditation
 - Care worker facilities
 - Peer support opportunities
 - Staff benefits

Inclusive economy

- E.g.
- Recruit locally
 - Promotion of sector in schools
 - In borough office
 - Local suppliers

A more equal Islington

- E.g.
- Diversity in leadership
 - ESOL support
 - Career progression
 - Contracts support unpaid carers
 - Partnerships to draw in funding to improve services

Environment

- E.g.
- Closer spread of care calls to reduce travel time
 - Promote and enable sustainable travel
 - Recycling, paperless office

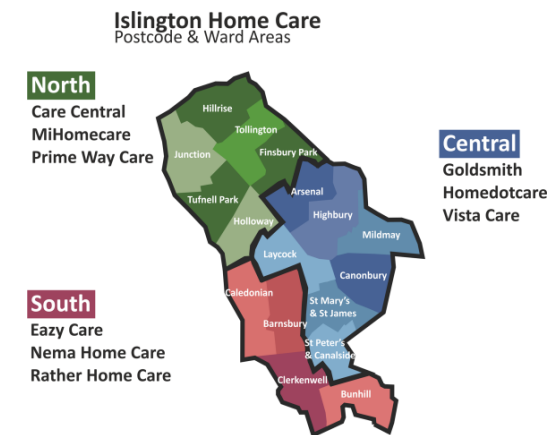
Ambition 4 - Impact to date (Since April 2024): Change in the local home care market

4 out of 9 locality providers are new providers

North	Central	South
1. Prime Way Care	1. Sunlight Care (new)	1. Eazy Care (relatively new)
2. Care Central (new)	2. Homedotcare	2. Rather Home Care (new)
3. Mihomecare	3. Goldsmith Personnel (relatively new)	3. Nema Home Care (new)

More diverse local home care market

	VCSE	Director run	Medium (Regional)	Large Org
Locality provider (9)	1	6	1	1
All providers on framework (23)	1	16	3	4



Ambition 4 - Impact to date: Mobilising our new home care framework

Key Messages



in % of residents with framework providers (providers who bid and were successful in getting on our home care framework)



in % of home care hours with locality providers



in % of residents and home care hours with spot providers (a service procured on an individual spot basis with a provider who is not on our framework)

93% of individuals are now supported by Framework providers (up from 88% in August)

- 66% with locality providers (up from 55% in May, and 61% in August)
 - 28% with secondary providers (similar position)
 - 7% with spots (down from 17% in May, 12% in August)

87% of home care hours are now with Framework providers (up from 83% in August)

- 57% locality providers (up from 47% in May, and from 54% in August)
 - 30% secondary providers (up from 29% in August)
 - 13% with spots (down by 23% in May, and 17% in August)

Ambition 4: Impact to date - Locality provider social value commitments

Working towards greater compliance with the Ethical Care Charter...

Previous contracts: LLW, Paid travel time, no 15 minute calls, regular care works, offer of guaranteed hours contracts

	Qtr 1 24/25	Qtr 2 24/25
Residents with a regular care worker	583/723 residents (81%)	↑ 699/779 residents (90%)
Number of visits by someone not known to the resident	680 visits	↓ 254 visits
Staff offered guaranteed hours contracts	290 (57% of workforce)	↑ 445 (68% of workforce)
Staff accepted guaranteed hours contracts	130 (27% of entire workforce; 47% of those who have been offered them)	↑ 233 (36% of entire workforce; 51% of those who have been offered them)
Providers who committed to pay Occupational Sick Pay (OSP)	67% (6) committed to pay it (We will work with the additional 3 locality providers to encourage commitment)	3 paying OSP 1 due to implement Jan 25 (plus 2 to confirm)
% (number) providers supporting with travel costs N.B All providers must pay travel time at LLW	56% (5) committed to support	3 are contributing to travel costs 2 to confirm

Challenges and Lessons learnt

1. Tensions and trade-off between ethical model and financially sustainable model
2. Diversifying the market (eg enabling more VCSE organisations/cooperatives) is complex and needs additional resource
3. Level of demand impacts the extent to which providers can implement social value commitments (eg guaranteed hour contracts for workforce)
4. Additional social value improvements rely on voluntary buy-in
5. Potential benefits of being more prescriptive with social value requirements, but managing risks/unintended consequences would be key
6. Significant lead-in time is needed to develop collaborations, market understanding and potential social value asks
7. Market-shaping impact could be in itself, additional Social Value – but beyond a single contract or indeed, single organisation.

