

# Adults Health & Care: “*Call to Care*”

## Responding to new initiatives

### Public urged to consider work in adult social care

The public are being called upon to apply for short-term and long-term opportunities in the adult social care sector.

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- Launch of new approach to boost vital adult social care workforce
- Short-term staff called on to support care homes and home care services during the pandemic

- Government ‘**call to arms**’ campaign launched in February 2021 to promote short and long term opportunities in social care.
- Encouraged members of the public to register their expressions of interest through a government portal.
- Information would then be passed to Local Authorities on individuals who had expressed an interest in their area.
- The **County Council was then tasked** with putting in place an appropriate process to facilitate the identification and matching of suitable individuals against available opportunities across social care (not just within the County Council) – e.g.
  - providing people with direct personal care;
  - wellbeing support such as check-in and chat;
  - helping people with cooking and cleaning;
  - administrative support.

- C2H provided the County Council with the ability to **very quickly mobilise our response** to this government campaign:
  - ✓ The County Council were able to initiate a change request to the existing service agreement, without the requirement for additional procurement or complex contract variation processes.
  - ✓ C2H already had the expertise, processes and systems required in place.

- C2H registered all candidates who expressed an interest through this campaign, gathered relevant information (training history, DBS, geographical location) and then passed the candidates on to independent providers to then interview as appropriate. Where candidates wanted to work into the County Council, C2H would then take them through their usual full screening process.
- The cost to the County Council? Only the actual cost of delivery, which was funded by available government grant – no additional fees were charged by C2H.

### Short-term paid work in adult social care (Call To Care)

LOOKING FOR SHORT-TERM PAID WORK?

FIND A REWARDING SOCIAL CARE JOB NOW!



# Adults Health & Care: “C2H ‘Out of Hours’ Service re-design”

*Responding quickly to changing business needs*

- The service agreement with Connect2Hampshire included an emergency ‘out of hours’ on-call response service, operating 24 hours 7 days a week (*outside of normal office working hours, 8am to 5pm Monday to Friday*).
- The only user of this emergency service within the County Council is Adults Health & Care Residential and Nursing homes (HCC Care).
- Throughout the pandemic, it quickly became clear that the on-call service was no longer adequate to meet the rapidly (daily and hourly) changing agency worker requirements of our homes.
- The joint venture partnership arrangement means that the County Council has **much greater influence and control over how our temporary staffing agency is run**, and working with our partners we can quickly make adjustments to the model, should our needs change.
- Working collaboratively with colleagues in Commercial Services, the County Council quickly shaped and considered the options to best meet our needs for the future.
- The final decision on the new operating model was taken in consultation with Senior Managers across the County Council – the provision of a **full-time ‘out of hours’ service 7 days a week, covering the hours of 6am to 10pm** (initially on a trial basis).
- This change benefitted the Connect2Hampshire team by enabling continued recruitment and sourcing new candidates outside of normal working hours, contributing toward the **priority objective to further grow the County Council’s directly sourced temporary workforce** for HCC Care services.
- The changes agreed were implemented quickly through a change request to the existing service agreement, without the requirement for additional procurement or complex contract variation processes
- Following recruitment of new team members within Connect2Hampshire, the enhanced service was successfully launched in **May 2021**.



# Children's Services: *“Reducing use of off-contract agencies”*

## *Reducing risk and improving transparency - 1 of 2*

- At the point Connect2Hampshire was launched, the County Council were dependent on a number of off-contract agency arrangements for children's Qualified Social Workers (QSWs). This was due to a range of market forces including:
  - Difficulties in recruiting permanent QSWs – this is a national issue, and particularly acute in the South East;
  - A resulting high demand for agency QSWs to support our Social Work Graduate Entry Trainee Scheme
  - Operating within a competitive agency market, to attract and retain good QSWs across the south of England;
  - A number of specialist recruitment agencies were not prepared to provide their services through the County Council's agency contract arrangements.
- As a result, the County Council had little choice other than to accept what was being offered by the market, meaning that agencies were in a strong position to dictate their fees to secure workers.
- In addition this introduced the following risks:
  - A growing unrest with agencies who were providing QSWs to the County Council through the established contracted routes;
  - Lack of transparency in what the QSW was actually being paid by the agency vs their fees – these were not auditable;
  - Difficulties in converting agency workers to permanent positions, due to the unreasonable finders fees or restrictions that agencies would apply;
  - The risk that an agency could pull a worker with short notice and deploy them elsewhere (e.g. to secure a greater fee);
  - No centralised process existed to collect, record or audit pre-employment checks for workers engaged through this route, providing the County Council with limited assurance.
- The County Council had limited ability to influence changes in the market, prior to the launch of Connect2Hampshire.





# Children's Services: ***“Reducing use of off-contract agencies”***

*Reducing risk and improving transparency - 2 of 2*

- In the 12 months leading up to the launch of Connect2Hampshire (C2H) there were in the region of 35-45 off-contract QSW placements at any time, at an annual cost of around £3m.
- Working collaboratively with C2H and experts from our partner Commercial Services, a large number of agency QSWs have successfully transitioned across to C2H, and the number of directly sourced QSWs by C2H has grown.
- The creation of C2H has had an incredibly positive impact on the County Councils ability to reduce our future reliance on off-contract arrangements.
- As at May 2021, this has reduced to 8 QSWs who are either not provided directly by C2H, or through a 3<sup>rd</sup> party agency contracted with C2H.
- This has generated the following benefits:
  - ✓ The vast majority of our QSW agency workers are now provided on an equitable and fair basis through an **established (contracted) supply chain**;
  - ✓ There is **improved transparency** in terms of what workers are actually paid, and a standardised framework of fees that can be charged by both C2H and their supply chain;
  - ✓ C2H **do not charge a finders fee**, or place any restrictions on directly sourced workers who may choose to convert to a permanent role with the County Council;
  - ✓ We have **greater continuity and retention** of our temporary QSW workforce;
  - ✓ There are **clear and auditable processes** in place (both within C2H, and with their ability to audit their supply chain) to provide a higher level of assurance to the County Council.
- We continue to work closely with C2H to further reduce reliance on off-contract suppliers.

