

Expression of Interest – Policy Prototype CCIN Funding

CCIN Member Authority: Kirklees Council

Name of CCIN Lead Member: Cllr. Shabir Pandor

Name and Job Title: Alex Chaplin – Strategy and Policy Officer (ASC)

1. What is your idea?

Kirklees Adult Social Care Vision – Social Marketing Project

Cultural change is central to delivering any new strategy, policy or approach and realising anticipated benefits. It is also essential to understand differences in behaviour between groups and places and the reasons behind individuals' behaviour. This proposal therefore focuses on social marketing to enable the delivery of the new Kirklees Adult Social Care Vision which has been formulated by the Council working with partners across the sector. This has been informed by a series of engagement workshops with staff, providers, services users and carers including commissioning a 'rich picture' to illustrate the vision and is due to be approved by Cabinet in March 2020. Specifically this work will confirm the group that will form the audience for the first stage of social marketing, investigate models of social marketing and their compatibility with a cooperative approach and seek to discuss these models with members of the target group.

The vision's principles demonstrate the importance of collectively promoting the strengths people with care needs bring, removing barriers they face and taking an inclusive approach to achieving positive outcomes. Another key underpinning principle is ensuring the narrative around approaches, values and outcomes speaks to the whole Council not just Adult Social Care, as well as the Voluntary Community and Faith Sector.

Our new shared priorities for Adult Social Care are:

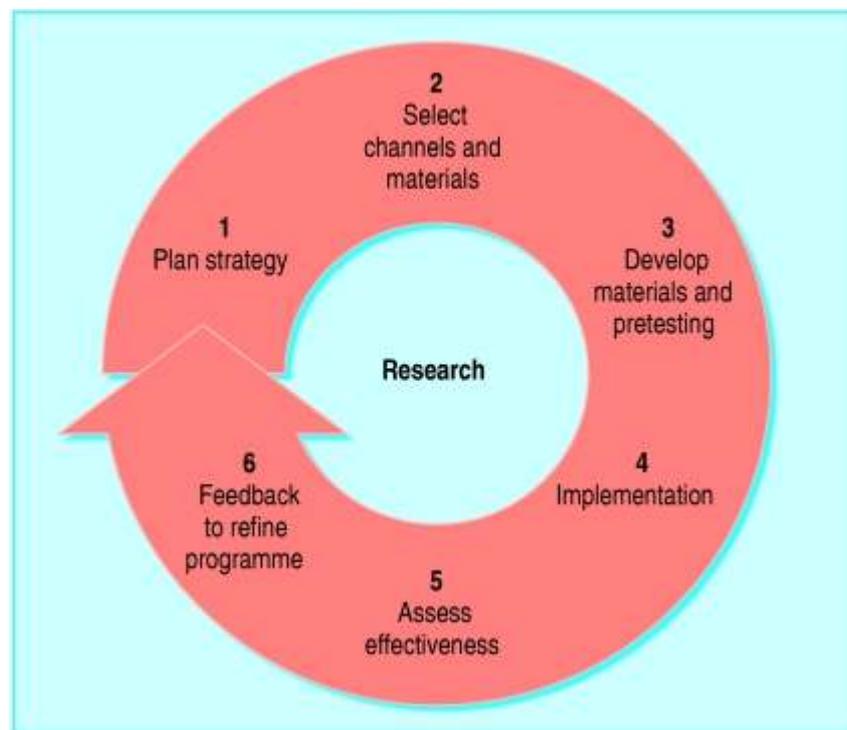
1. Create resilient, caring places and communities that encourage people to stay well and connected
2. Co-organising with individuals the early support they need to maximise their independence
3. Supporting people to live more comfortable and active lives by delaying or minimising the effects of their existing needs from deteriorating
4. Greater personal choice and control over how people achieve their long-term care and support outcomes

The need has been identified for a psychographic and demographically segmented social marketing programme to achieve sustainable behaviour change across the sector which supports the vision's values. This programme will adopt a truly people-centred approach, rooted in insight into motivations behind people's behaviour and how to bring cultural change. It will investigate how tailored communications, new ways of working and understanding demography can positively influence engagement of people who are likely to have care and support needs with the new vision. We will also use qualitative research methods to establish deeper insights into what most effectively motivates engagement with the vision, which we expect at times to lie outside of the immediate care needs being addressed. The tailored communications, developed from initial

insights, will also maintain an honest message about how the focus of social care in Kirklees will be changing.

Practically, we have made the decision to initially target the pilot to individuals currently engaging in prevention services who are likely to have care and support needs in the future. This increases potential for sustained behaviour change compared to those already receiving long-term support. There is also more flexibility to support these individuals in engaging with local community groups/ activities to meet emerging needs.

The diagram below describes the stages of social marketing: developing plans and strategies using behavioural theory; selecting communication channels and materials based on the required behavioural change and knowledge of the target audience; developing and pretesting materials, typically using qualitative methods; implementing the communication programme; assessing effectiveness in terms of exposure and awareness, reactions to messages, and behavioural outcomes (such as using community assets to meet assessed need rather than traditional care); and refining the materials for future communications. The last stage feeds back into the first to create a sustained cycle of planning, implementation, and improvement.



2. Who will you work with?

First and foremost, we aim to work with people who are currently engaged in prevention services but are likely to need formal social care, to both target and nuance the roll-out of the vision to the varied communities which make up Kirklees. The approach will focus on empowering people to become equal partners in organising their own care, by creating insight through engagement which establishes a robust and contextualised view of people's everyday lives. This will be done through our already established links to advocacy groups such as Kirklees Involvement Network, Advocacy Kirklees (Touchstone), Age UK and Carers Count as well as the Community Plus Service.

Following the initial research, it will be critical to share insight with frontline staff across the health and care sector to support the project's outcomes. In social care the focus will be engagement of council teams and providers to lay the groundwork for environments which can tailor support and encourage community action. We will also aim to also share these insights with multidisciplinary teams in Calderdale and Huddersfield NHS Foundation Trust, and Mid Yorkshire Hospitals NHS Trust, and community healthcare colleagues in Locala and Public Health. Partners beyond the care sector will also need to be engaged, primarily housing and the voluntary, community and faith sector.

3. What are the outcomes you hope to achieve?

The outcomes we wish to achieve through a programme of social marketing are underpinned by the need to effectively engage people with the principles of vision. This will include:

- Understanding, through deeper insight, the diverse communities which make up Kirklees, which can be translated in the future into gradual behaviour change (rather than raising awareness)
- Using insight to tailor and target communications to help different communities to live healthier, independent and more sustainable lives
- Developing personalised, insight-led tools that can help people to start or sustain a behaviour change journey
- Cultivating different, more equitable conversations and relationships between service users, carers and care providers
- Strengthening links between people who are likely to have care and supports needs in the future with the communities they call home, to ensure community responses to assessed need are considered first

Success will be measured according to the following:

Insight will be measured by comparing current community data with new insight created through the project to determine gaps and trends in behaviour/ culture

Communications engagements with tailored communications will be monitored through open and click-through rate for digital campaigns and take-up numbers for print

Individuals will be asked to indicate in evaluation if they would now seek to change behaviours, particularly around seeking/ engaging with community groups or activities, planning for the future and becoming more active (and therefore a more equal partner) in organising their own support

Staff will be asked to self-report on the extent to which they have acquired new insight into the communities they serve through surveys

4. How does your project support the aims and objectives of the Co-operative Councils Innovation Network?

The Co-operative Councils Innovation Network aims to frame the debate on the future of sustainable solutions to public sector challenges. Our work will ultimately improve outcomes for communities by enabling members to develop radical innovation in policy and practice, sharing best practice and learning, and enabling innovators to chart new territory together. Please provide details of how your project will support this aim.

The Social marketing project will:

1. Help to focus on the specific priority behaviours we can realistically influence today while also mobilising local demand for the environmental changes that are needed to influence the wider determinants of how and when people engage with social care
2. Have a greater chance of sustained success by taking a 2-pronged approach to try and influence the internal (psychological) and external (environmental) factors that influence how people behave
3. Help to make the most cost-effective use of limited public resources by:
 - Utilising existing strengths, resources and opportunities from within communities
 - Pre-testing effective approaches on a hyper-local scale
 - Taking preventative action to address emerging and growing issues in the local care sector
4. Provide partners with a transparent platform for working together as the project is clearly based on providing evidence for sustained behaviour change as the bottom-line indicator of success

5. How does your project demonstrate the Values and Principles of the Co-operative Councils Innovation Network?

1. **Social Partnership:** The Kirklees Adult Social Care Vision has been developed with partners across the health and care pathway as well as service users recognising the need to bring about a paradigm shift in the nature of care in the district and the shared benefits presented by greater integration.
2. **Democratic engagement:** The social marketing project will be focused on understanding our communities' intersecting experiences and behaviours to create cultural change and recognising the importance of being proactive and open as an organisation, to move beyond tolerance, towards understanding.
3. **Co-Production:** The new Adult Social Care Vision has been developed with frontline staff, service users, carers and providers, focusing on creating a local care sector which encourages equitable relationships between individuals and social care staff, as well as self-care and community-based answers to emerging social care need.
4. **Enterprise and social economy:** The insight created through this programme will be valuable to several other projects focused on delivering social care in new and hyper-local ways including microenterprises and a local care co-op.

5. **Maximising social value:** We understand that moving to a model of social care that prioritises individuals' independence will support their ability to contribute within their communities in ways that support their outcomes.
6. **Community leadership and a new role for councillors:** Engaging residents is a key role of councillors and their involvement will be essential to developing a social marketing approach.
7. **New models of meeting priority needs:** The Kirklees ASC Vision presents a new model for meeting care needs and importantly reducing these over the long term.
8. **Innovation:** While taking a segmented Social Marketing approach is relatively commonplace in the public health sphere, we are unaware of other cases in which it has been applied to create cultural change in engagement with social care services.
9. **Learning:** This project is focused on generating learning on the application of a Social Marketing approach to maximise the impact of a co-designed vision. We also believe that this approach can be applied well beyond the sphere of Health and Social Care providing opportunities creating such benefits in numerous areas.
10. **Walking the talk:** Not directly relevant as this project will not involve other CCIN members though we hope the model and learning will prove valuable to CCIN members.

6. How will you share your learning with the Co-operative Councils Innovation Network?

We will summarise the process and learning within a report by the end of September 2020 for inclusion within a Health & Social Care focused CCIN prospectus and hope to present this work at the 2020 CCIN conference.

Deadline for applications is Friday, 20th December 2019. Please send completed applications to comms@councils.coop.
