

Submit an application to deliver a Policy Prototype

CCIN Member Organisation leading the project – Royal Borough of Greenwich

The application must be submitted, and delivery overseen by a Full Member Council, Town, Parish or Community Council, Political Group or other elected body.

Name of CCIN Lead Councillor or Officer - Michael Cleary

Job Title - Head of Market Quality and Sustainability

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Project Title – Greenwich Co-operative Care Compact, Workers Board and Network

How much funding are you applying for? - £2,000

You can submit a bid for up to £2k

1. What is your idea?(Required)

Explain how you identified the need or opportunity for the proposal and how the money will be spent.

The Royal Borough of Greenwich Co-operative Commission was launched in April 2024. Chaired by Lord Bassam of Brighton, it focuses on implementing co-operative principles in 3 main areas:

- supporting new and existing co-operative start-ups and businesses
- social care
- community energy

We've developed a long-term vision for the future of co-operative collaboration within the borough, applying a range of insights from experts in the sector. Following a public call for evidence, we heard presentations from expert witnesses and hosted meetings with a range of external organisations.

This comprehensive report titled, 'Together for Greenwich: Co-operation for the Future', includes 12 recommendations to advance co-operative principles and practices in Royal Greenwich.

We are proposing to run a prototype to support one of these recommendations relating to the development of co-operatives in Adult Social Care, namely:

- Establish a local health and social care workforce board, and a local care workers network.

The social care system is currently in crisis, often leading to poor outcomes for care recipients, their families, and care workers. Many social care services today are run by private companies that work towards making profit.

Social care co-operatives and similar models, like social enterprises, offer a people-focused alternative to profit-driven care. Examples like Equal Care Co-op in Yorkshire show how shared ownership and personalised care can improve outcomes and promote fairness. Unlike traditional platforms, Equal Care is owned by care givers and users, providing users with more control over their care and balancing traditional power dynamics.

Embedding new models of care underpinned by co-operative principles relies on buy-in from across our system and a deep understanding of the experiences and insights of our workforce.

We will use the CCIN funding to engage and co-design a care workers network that will allow individual care workers and care organisations to have open and honest conversations about their experience and where they want support and change, that are led by members of the network. Beyond the prototype this insight can inform how we can embed co-operative principles within our providers, our markets and gain buy-in from the wider system. The funding will pay for different reward and recognition offers and funding venues for meetings, to encourage engagement and reduce the barriers to engaging with the Council.

Alongside this we want to use funding to support the establishment of a Health and Social Care workforce board, where working alongside health and care partners, as well as education and training stakeholders, we can use the insights from our care workers and providers to address workforce challenges, and identify opportunities to embed cooperative principles in our approaches. The funding will be used for venues to enable initial meetings between partners, building relationships and allowing scoping work.

The co-production of both the board and the network are essential to embedding the co-operative principles and ensuring buy-in to a new way of working.

2. Summary of project idea (150 words max)(Required)

This text will be used on the CCIN website should your application be successful

The current adult social care system is in crisis and the care market is dominated by private providers where focus on profit can lead to poor quality of care, unfair wages and lower staffing rates.

In the Royal Borough of Greenwich, we are exploring how we can support and grow new models of care based on the co-operative model and principles.

To do this, we need to properly engage our care workforce, and our partners to understand our challenges and opportunities.

Our prototype will support the development of a care workers network to create space for conversation led by those delivering care to the most vulnerable.

Additionally we are developing a partnership Health and Social Care workforce board, to address workforce challenges, underpinned by cooperative principles.

By providing a clear path for how social care co-operatives can grow and contribute to a robust social care system, we're backing alternative options that empower everyone.

3. What are the three key outcomes this project will achieve?(Required)

What are the outcomes you hope to achieve through this project and how will you know if your outcomes are achieved? What is your measure of success?

Within the wider co-operative commission aims, the policy prototype will specifically look to achieve the following:

1. We will obtain key learning in how to/how not to engage with care workers, a group that we have not historically engaged with directly outside of through their employers. We will have succeeded if:
 - a. We have learning on which engagement methods do or do not work best in contacting and recruiting care workers
 - b. We have learning on whether different venues impact the engagement levels from providers.
 - c. We have learning on what times best suit care worker engagement, recognising that many care workers work traditionally “unsociable” hours.
 - d. We have learning on whether the method of reward and recognition affects engagement from care workers.

This will be measured by the RBG Integrated Commissioning Co-Production team by:

- Maintaining a log of responses/non-responses against each engagement approach, supplementing this with feedback from partners where available
- We have a log of the number of care workers engaged with the programme, broken down by market and compared to our local knowledge of total care workers in those respective markets
- We have qualitative feedback from care workers who engage on their experience.

2. We will gather learning on how best to engage education and training partners to establish a Health and Social Care workforce board to address challenges that are seen across the sector. We know we will have succeeded if:

- a. We have learning on what makes partners want to engage with the board, and what approaches have not been successful
- b. We have learning on how to specifically engage Care providers with the Board and lead conversations around key workforce issues such as recruitment, retention, wellbeing, progression and training in a partnership way.

This will be monitored by the Head of Market Quality and Sustainability by:

- Monitoring responses to the engagement on establishing the board, identifying where there is interest and whether there are thematic areas of non-response or engagement.
- Identifying where the scope aligns across partners and where there is genuine interest in working together to address challenges
- Monitoring feedback from partners on whether they feel empowered to lead conversations and that their voice has been heard in the setting.

3. We will gather learning on how best to engage our care providers in both the care workers network and the Health and Social Care workforce board to address challenges that are seen across the sector. We know we will have succeeded if:

- a. We have learning on how to specifically engage Care providers with the Board and lead conversations around key workforce issues such as recruitment, retention, wellbeing, progression and training in a partnership way.
- b. We have learning on how we best work with care providers, when seeking to engage with their workforces directly.
- c. We have learning on whether engagement changes depending on care market and provider size.

This will be measured by the Head of Market Quality and Sustainability by:

- Maintaining a log of responses/non-responses against each engagement approach, supplementing this with feedback from providers where available
- We have a log of the providers engaged with the programme, including feedback on what led them to engage.
- We have qualitative feedback from providers who engage on their experience. Lack of feedback will also potentially be considered as an indicator.

4. How does your project support the CCIN Statement of Values and Principles?(Required)

See Statement: : <https://www.councils.coop/about-us/values-and-principles/>

Co-Production – The prototype project focuses on co-production by prototypeing spaces and methods of engagement with our communities and care workers, that allow them to take ownership of conversations and feel safe whilst doing so. This will be done by trialling new methods of reward and recognition and hiring different spaces that enable psychological safety.

Innovation – The prototype project funding allows us to trial new ways of engaging with residents, including new approaches to reward and recognition which can then be used across the Council. Additionally by bringing together and facilitating a workforce board, we will be working in a new style of partnership not just with health and social care partners but with education and employment partners as well.

Learning – the prototype project, through allowing us to look at reward and recognition differently when engaging in co-production with our residents and exploring how hiring different venues and facilitation offers, will enable us to learn what, if any, approaches improve engagement levels from the community and support more psychologically safe conversations.

Walking the Talk – The Co-operative commission has identified key actions towards a new way of working within social care, based on co-operative values including those listed above. The Prototype project

offers an opportunity to begin working in line with these co-operative values alongside our residents and communities and not simply talking about it. The learning from this prototype will then allow us to embed these new ways of working in our wider work for the commission, and in all commissioning approaches in social care.

5. How will you share your learning across the Cooperative Councils' Innovation Network?

We will develop and circulate a report of the approach and findings, supplemented by a webinar/workshop to field questions and discuss the approach and findings in more detail.

Those colleagues interested in learning more will be invited to visit Greenwich, meeting those involved in the development of the compact and the care worker network to see how it is working and developing in practice.

6. Which of the Government Missions will your project support?(Required)

- Something else

Read more: <https://www.gov.uk/missions>

I agree that the final report will clearly show the Cooperative Difference that this project will deliver and follow the CCIN Brand Guidelines.(Required) - **Agree**