



Feasibility Study for a Franchise Model of Domiciliary Care

The Strategic Case for Change: Sustainable Balanced Care and Support at Home in Wales

Background

Most local authority areas in Wales are now reporting waiting lists for care provision due to a shortage of care staff. The lack of capacity in Domiciliary care in Wales is an area of concern, with the National Provider Forum warning of further anticipated exits. CIW data (Jan 2021-March 2022), for domiciliary support services, show 39 services closed and 28 were providing under 1000 hours of care and that recruitment and retention of staff was a major contributing factor (most recent CIW report sites 15% of recent closure were attributed to lack of staff). This leaves the question of what could have been done differently to maintain these services, and what should be done to support the current provision. This lack of capacity impacts at a whole system level, local authorities, health boards, providers, staff, and, most importantly, citizens. New ways to support providers to grow and flourish, and prevent closures of services will provide positive benefits and should be explored.

[The 2016 National review of domiciliary care in Wales 'Above and Beyond'](#) suggested that the Welsh Government could explore setting up an independent domiciliary care franchise for Wales, "Gofal Cartref Cymru", possibly as a social interest enterprise. Investing in the development of a Welsh-branded domiciliary care franchise could support smaller and new domiciliary care businesses and for example provide business development support to enable micro-providers to grow into SME's, increasing capacity of care and support at home. However, 6 years on this is yet to be considered Nationally. This feasibility study aims to do that.

A briefing paper outlining a proposal for a franchise model was taken to ADSS Cymru workforce, and, with their approval, was expanded and presented to Directors. From here, funding was achieved to from Foundation Economy Challenge Fund to carry out this feasibility report.

Purpose of Feasibility Study

We seek to learn from the private and 3rd sector and consider a Franchise model of social care delivery for domiciliary care. This would still allow the independent sector to continue to be a major stakeholder and support a mixed market economy, however it would also set out clear standards of quality that must be met whilst creating a national framework and identity.

This approach would also identify potential ways of managing and mitigating increasing costs, through shared services e.g., training and economies of scale, and agreed fees and charges for the service could have a positive impact on cost of care. This could be presented as an options appraisal outlining potential ways that this could be delivered.

There are a number of well-known business franchises, such as Starbucks, Avon, Curves who offer investors the option to run their own store/service as a franchisee. Many of the customers /public using these services will assume the franchise is actually one large company due to high level of consistency and branding associated with a franchise model.

However, there are also a growing number of Social Franchises, who utilise business models/ systems, still make a profit, but where social purpose is a core value, and where collaboration is

more important than competition. Learning from commercial/ business franchise models has been adapted and utilised for social enterprises to deliver rapid expansion, quality control and a community owned approach.

The aim is for this study to look at the options along the franchise spectrum, from a traditional centralised model, to a more coproduced, autonomous model. It will investigate if, and how, such an approach will help us build resilient, sustainable providers and begin to resolve capacity issues by making care provision a profession that individuals choose to enter, and to remain in.

Potential benefits of a franchise model:

- Recognised national brand built upon the principles of SSWA and fair work / fair pay agenda
- Shared marketing (e.g., promoting franchise through a fleet of branded electric vehicles)
- Public buy into a brand, trust the brand and know what to expect
- Potential franchisees and staff recognise and value the 'brand' career progression opportunities it offers.
- Brings a sense of togetherness to all staff associated with the overall brand
- Each franchisee is expected to deliver the same minimum offer to its customers as part its internal ways of working rather due to regulation / inspection.
- Each franchisee has the same commitment to and expectations of staff
- Franchises normally have a shared central resource to support local franchises, e.g., HR / Marketing / Business support / IT solutions / procurement of supply chain. This may be of particular benefit to micro-care business wishing to scale up to become SMEs
- Provides a support network for Franchisees to help support and guide them through the issues of daily management of the service. To share good practice and support when standards are below the expected levels to improve, driving up quality of care and outcomes for people receiving services.

Remit of Feasibility Study

The study will:

- Indicate if there is potential to implement the model
- Look at a variety of options for implementation
- Identify potential benefits and risks
- Informed by engagement and research
- Be linked to, and be mindful of, other current workstreams that have an impact on domiciliary care

The Feasibility study will not:

- Deliver the service
- Give full details of all every aspect e.g., legal agreements
- Resolve all issues, immediately

Project Timescales

- Final report presented to Welsh Government august 2023
- EOI for expert/ specific consultant role (e.g., legal/HR) Beginning November 2022
- EOI for coproduction governance group beginning of November 2022
- Comprehensive engagement strategy on various platforms November 2022 – April 2023
- Initial workshop to agree scope - 7th December 2022
- Working /task and finish group schedule and work plan mid - November 2022

Project Team

- Jason Bennett, HOS Adult Care Pembrokeshire – Project Sponsor
- Linda Jones – Project Manager
- Glenda George – ADSS Workforce Lead
- Gwilym Morris – Business Consultant
- Harriet Coleman – Communications Lead
- Helena Sikks – Business Support

How you can get involved

Sign up for the newsletter

Contact Helena.Sikk@adss.cymru to register interest to be involved in upcoming consultation and engagement

Or

Email linda.jones@adss.cymru if you are interested in discussing this project/ views or any suggestions.