

**APPENDIX 5**  
**SWOT ANALYSIS – ADOPTING UNISONS ETHICAL CARE CHARTER**

<b>STRENGTHS</b>	<b>WEAKNESSES</b>
<ul style="list-style-type: none"> <li>• Avoid any adverse publicity of not signing up to and implementing the charter</li> <li>• The council already meets many of the standards set out by the Care Charter</li> <li>• Secure consistent standard of pay and conditions across the sector</li> <li>• Promotes economic wellbeing of care staff (most of whom reside in City &amp; County of Swansea)</li> <li>• Consistent with the Well-Being of Future Generations (Wales) Act 2015: Prosperity, equality and globally responsible</li> </ul>	<ul style="list-style-type: none"> <li>• Anything more than the national minimum wage cannot be enforced</li> <li>• Providers unlikely to agree a change to their contracts without renegotiating a higher price per hour</li> <li>• Higher cost of care doesn't guarantee a better quality of service as relationship between cost and quality are not interdependent</li> <li>• If care workers allocated time talking to service users in addition to time for commissioned eligible care could cause additional pressures on dom care capacity and budget</li> <li>• If carers are able to change the amount of time they spend with individuals it may result in more people receiving late, short or missed calls – Need to balance flexibility with continuity and reliability of service</li> <li>• No budget provision exists currently to adopt these proposals</li> </ul>
<b>OPPORTUNITIES</b>	<b>THREATS</b>
<ul style="list-style-type: none"> <li>• Opportunity to identify need and data in relation to current and predicted volumes of service in each geographic area (as part of the procurement exercise) which would facilitate workforce planning by providers</li> <li>• To consider list of objectives that Unison's Ethical Care Charter sets out to achieve as part of the procurement</li> </ul>	<ul style="list-style-type: none"> <li>• Higher Cost of Care at time of constrained budgets/budget cuts</li> <li>• Potential additional cost of £773k per annum</li> <li>• Potential loss of other services either in Social Services or within wider People Directorate</li> <li>• Risk of challenge from other sectors contracting with the Council (i.e. dom care is only</li> </ul>

<p>exercise. This is consistent with Welsh Government's Code of Practice: Ethical Employment in Supply Chains.</p> <ul style="list-style-type: none"> <li>• Address workforce proposals under Welsh Government Phase 2 implementation of the Regulation and Inspection of Social Care (Wales) Act 2016</li> <li>• Providers themselves can sign up to the Charter</li> </ul>	<p>one part of the care sector)</p> <ul style="list-style-type: none"> <li>• Public sector organisations ("Contracting Authorities" in the Public Contracts Regulations 2015) cannot make payment of the Living Wage a mandatory requirement as part of a procurement process, where the rate of the Living Wage is greater than any minimum wage set by, or in accordance with law (the National Minimum/Living Wage in the UK).</li> <li>• Requirement to pay living wage foundation's living wage in tender docs may breach EU procurement legislation – contractors who do pay being treated more favourable than those who do not pay living wage</li> <li>• Equal Pay challenge from other employees within the Local Authority over time</li> <li>• Adverse publicity associated with any challenge</li> <li>• Cost associated with any challenge</li> <li>• Potential risk that prolonged visits that surpass meeting of person's need can undermine confidence and build a reliance on service provision rather than encouraging enablement and maximising independence</li> <li>• Providers pass the increased cost of care associated with meeting Charter to those who commission their own care privately or via direct payments</li> </ul>
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