

Personalisation: The role of micro and social enterprise in a diverse local market

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What is Community Catalysts?

- A social enterprise and a wholly owned subsidiary of NAAPS UK
- Works to harness the talents of people and communities to provide high quality small scale and local support services.
- Aims to make sure that people wherever they live have real choice of great local social care and health services.

What is NAAPS?

NAAPS is a UK Charity that supports and represents very small (micro) family and community based services

Self Directed Support?

- Giving people control of their money is only half the answer
- Not everyone wants to employ their own staff
- There must also be a wide range of services of all shapes and sizes for people to choose from

Social Enterprise

Social enterprises are mission driven organisations which trade in goods and services to meet a social purpose.

The value of social enterprise

- A way of harnessing the skills and energies of local people to shape and deliver support and services
- Helps to create choice
- Brings people together, and breaks down barriers between people who use support and wider communities.
- A way of harnessing the benefits of personalisation for a local place, seeing personalisation as a tool in a regeneration strategy.

The Rise Project in Southampton

- Part of a development initiative delivered under contract to Southampton University as part of the South East Coastal Communities programme
- Sets out to use social enterprise as a way of maximizing the social and economic benefits flowing from personalisation by stimulating locally developed enterprise in response to needs identified by people who use personal budgets and their carers.
- RISE brings together the innovation - which comes in response to market gaps - with the people who have the energy and commitment necessary to set up a social enterprise

Micro enterprise

Micro services:

- Provide support or care to people in their community
- Are delivered by 5 or fewer workers – paid or unpaid
- Are independent of any larger organisation

Who are the providers?

- A range of business models: sole trader, partnership, small business, social enterprise, not for profit, charity or voluntary organisation
- May be delivered on an informal, voluntary or barter basis
- May need to generate income to cover costs or to earn a salary
- May employ a small number of staff
- Many directly deliver support themselves and have no staff
- Full time or occasional - fitting in with other employment, personal, caring responsibilities or study.
- Established or new and emerging

Examples of micro services

- Supported tenancies
- Small residential care homes
- Day services
- Leisure services
- Support to people living in their own homes
- Holidays and short breaks
- Friendship or good neighbour
- Drop in centres and lunch clubs
- Advice and representation
- Personal development

What can micro services offer?

Service users

- Personal and tailored
- Flexible and responsive to change
- Choice and diversity
- Co-produced
- Local services for local people provided by local people

Local authorities

- Add choice and diversity
- Can provide micro solutions for large numbers of people
- Help achieve centrally set targets
- Demonstrate entrepreneurialism, innovation, and creativity
- Cost beneficial– help to develop social capital

The Challenge - a shrinking market

- The way in which services are supported, regulated and commissioned has forced many good 'micro services' to close.
- It is unattractive or impossible for new and emerging providers to enter the market
- There is a view that new services will emerge spontaneously in response to the growing number of people with their own budget
- Our experience indicates that this does not happen easily in an area of work so fraught with regulation, red tape and volatility

Specific challenges for small and medium providers

- Uncertainty about the implications of self directed support
- Residential care services no longer being commissioned or used in many areas
- Remodelling an existing service – knowing how to go about it and how to market the new service
- Unclear and mixed messages about what is needed
- Where to get practical advice, services and information e.g. regulation, funding, training
- Uncertain income makes it difficult to plan or invest for the future
- Finding and contacting potential customers
- Charging for services that are currently free to users

NAAPS micro markets project

- Funded by DH
- Has successfully piloted a local agency model of support for existing and new micro providers
- Pilot areas in Oldham and Kent
- Has resulted in a Practical Guide which organisations or LAs can use to set up an agency to support micro providers
- Now developing and testing a quality mark for micro providers

Practical Guide

- 3 versions – key messages, concise (24 pages), detailed (96 pages)
- Part of the DH personalisation toolkit
- Can be found at:

<http://www.dhcarenetworks.org.uk/Personalisation/Topics/Browse/Commissionersandproviders/?parent=2735&child=57>

Quality Mark

The quality mark for micro social care enterprise will:

- Allow providers to demonstrate their quality and continuously improve
- Allow customers to judge safety and quality
- Be simple, cheap and easy to use to ensure good take up

Opportunities for smaller providers

There are opportunities for small providers to:

- Set up new small and tailored services

Find out what people want, need and will buy

Be imaginative, responsive and creative

- Transform current services

Deliver current services in a more personalised way

Work with people with different needs

Offer services to people from different areas

Specialise

Case study 3: OPAL

Adapting an existing voluntary organisation

- Charity that ran an advocacy service and other projects, supporting people with a learning disability – est. for many years
- Historically relied on grant funding; knew this would not continue
- Needed to transform and offer activities with a charge
- Now offers structured activities 4 days a week which include: computer skills, art and crafts, music and fashion.
- People can access the service for the whole or half a day and lunch is provided.
- Fridays are retained as a “drop in” and café which is free of charge to enable people to meet friends
- The advocacy service remains the same.

Opportunities for larger providers

- Offer back office services to smaller providers (at a charge of course!)
- Set up a support agency for small providers
- Offer more diversity and added value to users by forging partnerships and working protocols with small providers.

Eg:

Sub contracting work from a successful tender to small providers

Linking with a leisure provider to offer an optional extra service for one or two service users

For more information

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