



Personalisation

Challenges and opportunities for local
authorities and third sector providers

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What is NAAPS



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

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Individuals as commissioners



- Government policy emphasises personalised solutions and wants people to take control of their own lives and decisions
- A key strategy is to enable people to become their own commissioners and choose what services to buy
- Direct payments and personal budgets are important tools
- People who fund their own care and people who receive funding from the local authority will be in the same position

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Individuals in control?



- 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

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NAAPS definition of micro services



Services that are:

- Providing support or care to people in their community
- Delivered by 5 or fewer workers – paid or unpaid
- Independent of any larger organisation

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NAAPS micro markets project



- Funded by DH
- Has successfully piloted a local agency model of support for existing and new micro providers
- Learning from pilot areas (Oldham and Kent) has informed a Practical Guide which organisations can use to set up an agency to support micro providers

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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

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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

What can micro services offer service users?



- Personal and tailored
- Flexible and responsive to change
- Choice and diversity
- Co-produced
- Firmly rooted in communities with a good understanding of local issues. Local services for local people provided by local people
- A service that is based on relationships and will therefore “stick with people”

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What can micro services offer local authorities?



- Add choice and diversity to a market often dominated by a few larger providers
- Help achieve National Indicators (including those not often associated with social care) and targets: stronger communities, adult health and wellbeing, economic regeneration
- Demonstrate entrepreneurialism, innovation, and creativity and encourage others to set up services

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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
- Local authorities are seeking diverse, flexible, personal and responsive services but operate systems that favour large, traditional providers

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Examples of barriers faced by smaller and more diverse providers



- Commissioning practice
- LA focus on traditional ‘registered’ or ‘approved’ service models
- Disproportionate or inappropriate regulation and rules
- Knowing what people want to buy
- Accessing advice and information
- Affordable, appropriate insurance
- Workforce training and development

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A spontaneous market response?



- 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
- Providers need information, advice and some certainty before they will take the huge step of setting up a new enterprise or transforming an existing service

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Case study 1



Setting up a service in response to requests

- Mark and Keith worked in council day services/ transport.
- People's choices for day activities reduced with little alternative to individual activities supported by a PA
- People and their families found it challenging to adapt to changes
- People informed them that they wanted to continue to meet their friends and undertake activities with their peers
- They established their social enterprise 'Choice Support and Transport' in April 2008 - personalisation provided the opportunity for them to achieve this.
- The council wasn't sure at first but people voted with their money!
- The service is at capacity and they are now diversifying.

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Case study 2



Individuals shaping service development

- Set up by Carita who runs a drama group on a voluntary basis and knew people were looking for other things to do with their friends.
- Focuses on health and well being
- Members decide the activities. There is always some aerobics but Carita has also organised kickboxing, tai chi, street dancing, belly dancing, visits from a nutritionist, dentist, and food hygiene tutor- the list is endless.....
- One member Michael says ‘ ideas are not restricted by management’ as in council services!!

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Case Study 3



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.

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- Approaches to support, regulation and commissioning have forced many good services to close.
- It is difficult for new providers to enter the market
- *“New services will emerge spontaneously in response to people with their own budget”*
- Our experience indicates that this does not happen easily
- People need information, advice and some certainty before they will take the huge step of setting up a new enterprise or transforming an existing service

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Specific challenges for the third sector



- 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

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Opportunities for third sector 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

Or to transform what they currently offer

- Work with people with different needs
- Offer services to people from different areas
- Specialise or offer something unique, quirky or different
- Present what they do in a different way

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Opportunities for larger providers



- Offer services to small providers such as payroll, HR, training, policies and procedures (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. Examples might include:
 - 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

Supporting local authorities to support micro enterprise



Community Catalysts offers tailored support to LAs and other organisations including:

- Direct establishment and management of a support agency on behalf of the local authority
- Help with scoping and strategic planning
- Support to establish an agency
- Support to the agency to become established and effective

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Further information?



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Information about Community Catalysts

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