

Transformation Bid: Micro-enterprise Roll-Out

To: General Purposes Committee

Meeting Date: 20th October 2020

From: Executive Director: People and Communities

Electoral division(s): To be confirmed

Forward Plan ref: Not applicable

Key decision: No

Outcome: Establishing a project to increase the number of micro-enterprises providing care and support in the local market, which will:

1. Grow and diversify the range of care and support options available in the local community.
2. Offer more choice and flexibility to those who require care and support at home.
3. Enable more people to remain living well at home for longer.
4. Attract more people into the care workforce and create new employment opportunities for local residents.

Recommendation: General Purposes Committee is asked to:

- a) approve the £160,000 transformation funding bid / business case.
- b) approve the direct award to Community Catalysts, who are the only social enterprise with a track record operating in this market.

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1. Background

- 1.1 During late 2019 and early 2020 a review of the homecare market was completed by Commissioning; the review resulted in the development of a Strategic Vision to address sustainability, market capacity and workforce (recruitment, retention and diversity). The actions resulting included within this will be incorporated within the wider Resilience and Recovery Strategy.
- 1.2 One of the actions identified to support the growth in choice and diversity of the domiciliary care and Personal Assistant (PA) market was to encourage and support the development of micro-enterprises/micro-providers. Micro-enterprises are businesses operating on a very small scale, often 1 or 2 individuals who earn their living from the enterprise. The micro-enterprise model has been proven to work in a range of areas across the country supported by a specialist social enterprise called Community Catalysts. This model and its impact is clearly evidenced in a report by the New Economics Foundation, Barrow Cadbury Trust and Community Catalysts (See section 5).
- 1.3 The micro-enterprises the local authority will be targeting, are predominantly people who are self-employed and can support opportunities within the local community and help at home for people who need care or are at the fringes of care need. The following provides examples of the care and support provided by micro-enterprise/providers and is not an exhaustive list:
 - Personal care (which can be funded through a personal budget by way of Direct Payments) or privately by self-funders.
 - Meal preparation and food/shopping delivery
 - Cleaning and domestic support in the home
 - Gardening and household maintenance
 - Be-friending and social activity support
- 1.4 The business case (See Appendix 1) outlines a project which is seeking to commission a two year project to enable the council to test and evaluate the impact of implementing the proven Community Catalysts model. Developing the micro-enterprise market in a specified area of Cambridgeshire. We will finalise the chosen location on completion of the diagnostic exercise which will be facilitated by Community Catalysts. The aims of this project will be to increase the range and supply of micro-enterprises, which will support the following outcomes:
 - Reduce and delay the need for long term home care, in turn releasing home care capacity to support more people with more complex needs.
 - Increase the choice, diversity and options available to people who need care and support, or who have been identified as on the fringes of needing formal care and would benefit from low levels of support to retain their independence; reducing or delaying their need for long term regulated care.
 - Blend together both statutory and community resources to create a truly individualised, holistic support plan to meet all their needs and aspirations.
 - Increase the numbers of Personal Assistants (PA) across Cambridgeshire to offer an alternative to traditional home care.
 - Provide further choice for people who access a personal budget via Direct Payments, but who prefer not to directly employ a PA.

- Develop micro-enterprises in areas which have a shortage of homecare.
 - Develop the skills and knowledge within the local authority and community required to sustain the growth of micro-enterprises beyond the initial roll-out.
 - Support a 'localised', place-based view of the care market, developing micro-enterprises to meet the specific needs of local communities.
 - Provide employment opportunities for local residents and attract more people into the care workforce; the Community Catalysts model provides the advice and information to enable people to set up as sole traders/self-employed workers.
 - 125 more micro-enterprises delivering 750 hours of support per week by the end of year two.
- 1.5 Previous experience from undertaking pilots such as Neighbourhood Cares, has evidenced that a two year duration is considered more effective due to the lead in times such as research into the current market to determine baselines, market gaps and opportunity.
- 1.6 This model has been proven to work in a range of areas with strong evidence to support the cost avoidance and wider benefits to the adult social care, long term care market. Further detail is included in Section 7 of the business case (See Appendix 1).
- 1.7 This will also link and work with the aims of the Think Communities programme and is part of commissioning's work to develop a sustainable and diverse care and support market.

2. Main Issues

- 2.1 The review of the home care market undertaken over the preceding 12 months has identified a range of recommendations to support the sustainability, improve capacity and support recovery post COVID.
- 2.2 The full business case (see Appendix 1) outlines the approval request for transformation funding to implement a two year roll-out working with Community Catalysts who are a specialist social enterprise supporting the growth, set-up and sustainability of the micro-enterprise market.
- 2.3 In summary, the business case is requesting £160,000 of transformation funding over a period of two years (£100k in year 1 and £60K in year 2). This will include recruitment and employment of the community catalyst plus all resources and support to implement and undertake the roll-out. (See section 1.4).
- 2.4 Following desk top research it is evident that Community Catalysts are the sole provider of the micro-enterprise development model. This is further evidenced by the research outlining the work of Community Catalyst (see section 5).

Further to this discussions with other local authority partners who have commissioned Community Catalyst through a direct award to support them in developing their micro-enterprise model also supports that Community Catalysts are the sole provider of this service.

'I can confirm categorically that the micro enterprise development model is associated with Community Catalysts and was designed by them. To the best of my knowledge there is no other organisation who can provide a comparable service.'

Les Billingham, Interim Director Adult Social Care & Community Development | Adults, Housing and Health lbillingham@thurrock.gov.uk

- 2.5 It is anticipated that the project would breakeven at the end of year two as the roll-out concludes. This is if the projected growth targets are met and subsequent cost avoidance achieved. If the target of 750 hours of support per week being provided by micro-enterprises is achieved, it is estimated that this would save in the region of £170,000 per year. This is based on the difference between commissioned provider rates and direct payment rates for a Personal Assistant.
- 2.6 This approach will also have a range of other benefits and outcomes as referred to in section 1.4 of this report.
- 2.7 The Business Case and Investment Supporting Information are attached at Appendices 1 and 2.

3. Alignment with corporate priorities

3.1 A good quality of life for everyone

The proposal enables people living in more remote rural communities to have the opportunity to access quality care at a lower cost whilst providing meaningful employment opportunities in areas where there are few jobs available.

3.2 Thriving places for people to live

Developing the care market in smaller communities means carers will not have to travel long distances, consuming valuable time and resources in traffic/transport in order to provide the care needed by individuals in those communities. Greater employment opportunities will mean fewer people will move away from their home communities in search of work.

3.3 The best start for Cambridgeshire's children

There are no significant implications for this priority.

3.4 Net zero carbon emissions for Cambridgeshire by 2050

Enabling people to work as carers in their own communities, however small, means less traffic on the road and subsequent reduction in carbon emissions as people are able to walk or cycle to work in their own community.

4. Significant Implications

4.1 Resource Implications

The funding request for the transformation bid over 2 years is £160,000. Resource from the Transformation Team to support implementation, performance monitoring and evaluation is anticipated to be 2/3 days per month in the initial phase (first 6 months) reducing to 1 day per month during the remaining 18 months.

4.2 Procurement/Contractual/Council Contract Procedure Rules Implications

The report identifies that after conducting research that there is not sufficient competition or range of providers within the market and therefore requests a direct award to Community Catalysts (see section 2.4) i.e. (ii) competition is absent for technical reasons,

If approved by Committee, a Voluntary Ex-Ante Transparency Notice (VEAT) notice is recommended to mitigate a challenge under European Union (EU) regulations.

A VEAT notice is a transparency notice for the Official Journal of the EU (OJEU), similar to an OJEU notice which is used to advertise tenders of this value to which bidders respond. The VEAT is an advert that highlights to the EU and bidders that you do not intend to advertise for the reasons given and the EU community has 10 days to challenge that declaration.

4.3 Statutory, Legal and Risk Implications

There are no significant implications for this priority.

4.4 Equality and Diversity Implications

There are no significant implications for this priority.

4.5 Engagement and Communications Implications

There are no significant implications for this priority.

4.6 Localism and Local Member Involvement

There are no significant implications for this priority.

4.7 Public Health Implications

There are no significant implications for this priority.

Have the resource implications been cleared by Finance? Yes

Name of Financial Officer: Stephen Howarth

Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by the LGSS Head of Procurement? Yes

Name of Officer: Gus De Silva

Has the impact on statutory, legal and risk implications been cleared by the Council's Monitoring Officer or LGSS Law? Yes

Name of Legal Officer: Fiona McMillan

Have the equality and diversity implications been cleared by your Service Contact? Yes

Name of Officer: Will Patten

Have any engagement and communication implications been cleared by Communications? Yes

Name of Officer: Matthew Hall

Have any localism and Local Member involvement issues been cleared by your Service Contact? Yes

Name of Officer: Will Patten

Have any Public Health implications been cleared by Public Health? Yes

Name of Officer: Kate Parker

5. Source documents

[University of Birmingham Research - Micro-Enterprises: Small Enough to Care](#)

[New Economics Foundation - Community Micro-Enterprise in Social Care](#)

[Research Gate - Added Value of Micro-providers in Health and Social Care](#)

[Social Care Institute for Excellence - Prevention Research and Practice](#)