Enabling people with support needs to set up social care enterprises

Report and strategy

1. Policy Context

Consecutive governments have put strategies in place to give people more choice and control over their own lives, the support they need and the services they use. The previous Government published a number of policy and strategy documents including the *Putting People First*: a *shared vision and commitment to the transformation of adult social* 'concordat' which was launched in December 2007. In *Putting People First* the Government set out the way in which it wanted people to have control over the support and services that they receive. Personal Budgets were a key part of this, giving people control over the public money that funded their care and allowing them to choose how it is spent.

The Coalition Government has retained the same focus on people in control of their own services, publishing *A Vision for Adult Social Care: Capable Communities and Active Citizens* in November 2010[1] and the new sector-wide partnership published *Think Local, Act Personal (TLAP)* in 2011[2]. These documents set out a strategy for achieving a personalised, community based approach for everyone by continuing the roll out of personal budgets, having a focus on self funders as well as people who get government funding and giving councils the job of helping the development of new providers so that people who need support have more choice.

It is accepted that by themselves personal budgets will not make all these changes happen. Evidence shows that once people understand how much money is available; they use that money flexibly and with imagination, choosing services that they want and need. Their choices are limited by what is locally available and so if social care is to really change attention needs to be paid to supporting the development of many different types of support and services that people will want to buy with their Personal Budget.

The *Right to Control* programme, which began under the previous government and continued under the Coalition government is designed to take forward the strategy to put

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people in control of their services. It is underpinned by the key principles of innovation, partnership working, empowerment and cultural change. The aim is to enable disabled adults to combine the support they receive from six different funding sources and decide how best to spend the money to meet their needs. It has a strong focus on supporting disabled people into employment.

There are 7 'trailblazer' areas in England are testing the best way of delivering Right to Control

2. Background

In 2009 NAAPS UK was given a Department of Health grant to fund a two and a half year project. The project drew upon learning from the NAAPS micro markets project, NCIL and other initiatives to design and test a business model to support people with care and support needs wishing to set up or sustain a social care enterprise. NAAPS UK, with agreement from the Department of Health, handed over management of the project to its social enterprise Community Catalysts in April 2010.

The underpinning principle of the project is that people who need some support to live their lives have gifts and assets that they can use to benefit other people in their community. The aim was to enable people with care and support needs to use these gifts and experiences to run a social care enterprise and that people who use services should have more choice and the opportunity to be supported by organisations run by people who themselves use services.

The project was located in Oldham and ran alongside a well established project supporting local enterprise that had been established by NAAPS in 2007. Greater Manchester (including Oldham) is one of the Right to Control trailblazer sites and so the project had strong links with this programme from the beginning. A key output from the project was to be published guidance for local authorities and providers keen to help people who need support to set up successful new enterprises and to minimise any barriers.

3. Early work

The Co-ordinator for the project started work at the beginning of July 2009. She was managed and supported by the Micro Services Co-ordinator in Oldham. The first phase of the project involved making contact with local and national organisations with knowledge of supporting people who use services to become self employed and to set up their own enterprise. The Project Co-ordinator also made contact with local people interested in establishing their own social care enterprise.

Learning from this first phase of the project clarified the strong links between this and the Micro Markets Project. As a result the National Project Steering Board (NPSB) agreed that, rather than producing separate guidance, lessons from this project would be published as

an addendum to *Supporting Micromarket Development – a Practical Guide* published by NAAPS and the DH in July 2009.

This first phase of the project was used to refine its focus. It became clear that the people with support needs interested in setting up a new service were not all in receipt of a Personal Budget or Direct Payment. Some individuals used benefits or the Independent Living Fund (ILF) to fund their own support. Many service ideas had a focus on day time support with employment, recreation and leisure and as such had the potential to be purchased by people with social care needs and a personal budget but also by those who were self funding or directly by the Local Authority. Agreement was reached that for the purposes of the project any person with support needs interested in setting up a care or support service could be helped by the Project Co-ordinator and that the potential recipients of the service could be anyone irrespective of their funding source as long as they had care or support needs.

Many older people and those with a disability or illness are actively involved with community or voluntary work and contribute a great deal as a result. Very often people wish to offer their 'good idea' to people in their community through the micro-enterprise route but have little interest in making money from the enterprise. The impact upon benefits of setting up a profit making business can disincentivise people from establishing their enterprise on a commercial footing. Over time people wanting to deliver their service on a volunteer basis became known as the 'entrepreneurial volunteers'. The project board agreed that self employment was not a required outcome of this piece of work and therefore these individuals could be included in the scope of the project.

4. Action Research

Early scoping identified a number of local and national initiatives designed to help people with support needs to gain employment. There were also a small number working to help people become self employed and set up their own businesses. More detailed research suggested that whilst organisations had expertise and experience in this area there had been little or no work done to support people who specifically wanted to deliver social care or support services. The project aimed to draw upon learning from these local and national initiatives and to apply that knowledge to the more specific enterprise area of care and support.

Information about the organisations contacted during the action research can be found at Appendix A

5. Summary of work with micro-enterprises

Over the period of the project the Co-ordinator worked with 19 existing, developing or potential micro enterprises in the Oldham area. She provided active support to 16 of the

micro-entrepreneurs and in addition she responded to enquiries from or offered advice and information to a number of individuals who did not take their enterprise idea further.

12 of the 16 enterprises were supported to become established or become more sustainable (see Appendix B for more detailed information). 3 of the potential enterprises did not develop as envisaged for a variety of reasons (see Appendix C). 1 provider was supported to establish an enterprise but was unable to sustain this and ceased trading within the lifespan of the project (see Appendix D). 3 established enterprises contributed important learning to the project but did not need any help or support (see Appendix E)

The Co-ordinator provided a range of support and advice services including:

- Initial intensive support to shape an idea and provide appropriate guidance.
- Arranging meetings on behalf of providers e.g. Job Centre Plus, Enterprise Support Agency, Oldham Council and the Council for Voluntary Services
- Agreeing working protocols with staff from other agencies to avoid duplication of activity and confusion for the provider.
- Attending meetings to provide support to individuals and to ensure that the person was heard and taken seriously
- Summarising information provided by advice agencies and supported the person to act on it
- Liaising with Oldham Council staff to break down barriers and encourage partnership working
- Supporting providers to deal with complaints.
- Identifying possible sources of funding support for providers, signposted providers to these and supported people to complete funding applications
- Engaging with families and Personal Assistants to help them understand and engage with the enterprise idea in order to reduce barriers, maximise support for the provider and to minimise any misunderstanding.
- Signposting providers to agencies able to help them with issues such as CRB checking, insurance and training
- Providing advice on policies and procedures required and signposted to agencies where they could be purchased.
- Providing advice to develop simple guidelines relevant to the activity delivered
- Introducing individuals to other providers in order to develop opportunities for peer support and co-working, including network evenings
- Providing opportunities for providers to market their services at events

Quote from a provider

The support from this project has enabled our enterprise to become more successful; we

were signposted to Unltd for funding and put in touch with another Borough who also had funding available. That gave us a firmer footing as we were successful with both bids- that knowledge can save a small service so much time as a lot of funding is out of reach. We were signposted to Blue Orchid for business support which has been really useful. Through this project we have been able to network with other small services to gain peer support and learn together. Community Catalysts have also helped to raise awareness nationally of DanceSyndrome and the challenges that enterprises like this face; this will hopefully lead to some changes. People need small pockets of funding to get a service off the ground, especially for core costs, and business support on an ongoing basis that is not time limited.

DanceSyndrome: Sue

6. Extending our learning

In order to test the lessons we were learning from the micro providers in Oldham we made contact with people who have support needs and who have set up their own enterprise but who did not meet the criteria for the project because:

- They were outside Oldham
- Their enterprise did not have a social care focus
- Their enterprise was larger than micro.

We asked people if they would be willing to be interviewed in some detail about their experiences in order that we could test out our conclusions and to learn from their experiences. 9 people were kind enough to be interviewed and examples are given in Appendix F

7. Issues and barriers

A number of key barriers and issues facing people who need support who wish to set up a social care enterprise have been identified through the individual work with micro providers and from the interviews with disabled entrepreneurs. These are:

7.1 The need for intensive support

People with a disability or illness who wish to set up a social care enterprise need the same types of support and services as others but may have some additional issues and challenges. These challenges must be addressed if the enterprise is to be successful and some people, particularly those with a learning disability or mental illness, do not have the motivation, ability, information, support or resilience to address these challenges on their own. This means that in addition to the help needed by other new providers

people may need flexible, tailored one to one support over many weeks to refine ideas, make plans, engage with sources of help, attend appointments, interpret information, stay focussed, take account of personal limitations and to manage expectations.

> **Quote from a provider**
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> *Wendi was there any time I needed her whereas other people would come and go which helped me to trust her - a big thing for me. I needed Wendi's help in meetings to understand what people meant- she would turn the jargon into words that I could understand. She would sit and talk to me when I got frustrated with the problems and give me options- she gave me time to understand. She helped me think about procedures that I needed to keep people safe and to look at the options of turning the service from a voluntary service to a* (business) *enterprise and how it may affect my benefits. I will really miss Wendi but she has helped me to gain the right support on an on -going basis by supporting me to join the Manchester FA*
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> **Oldham Craft: Michael**

7.2 Welfare benefits and support costs

Many people have a genuine desire to come off benefits but achieving this in practice can be very challenging.

The benefits trap is well understood but what is less understood is that many people with support needs rely on benefits and state funding not just to support their housing and other living expenses but also to fund their care and support. Some people also live with family carers in arrangements that rely on the income of the disabled person as a key part of the wider household income. The welfare and eligibility systems are slow to respond to changes in a person's circumstances and do not allow for a smooth transition from welfare to work (and back again if necessary). The financial risk of becoming self employed and losing access to benefits to a person with support needs and their family is huge.

Advice around benefits may be fragmented and inconsistent and can be driven by the needs and targets of the advice giving organisation e.g. linked to new business 'start ups' and not available to voluntary enterprises or only available for a set period of time which may not be long enough for people with higher support needs.

7.3 Complex pathways to information and a lack of joined up working.

There are a number of agencies supporting the emergence of new businesses and social enterprises and still others that advise on benefits, care funding and other related issues. These agencies rarely offer a seamless and joined up service and are often

unaware of each other. Many have targets which govern who they can work with and in what manner. Government initiatives designed to address specific issues are subject to constant change. In this environment getting the information needed to set up an enterprise is very difficult and for a person who has support needs this can be even more of a barrier.

7.4 Parents and supporters

Many people with support needs receive the help that they need from families, personal assistants (PAs), social workers and care organisations. For some individuals, particularly those with a learning disability or mental illness their supporter is central to all the life decisions that they make. For these individuals their family members, social workers, PAs and care workers must be totally supportive of their enterprise idea if it is to have any chance of success. In practice some carers and professionals are not supportive and some actively discourage or block the individual from pursuing their ideas.

The Department of Health has published 'Working for personalised care' the Personal Assistants (PAs) framework.
www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_128733

7.5 Accessibility of information, advice and support

There are a number of useful organisations, publications and initiatives able to offer help, advice and information to people wanting to establish a new enterprise. These organisations rarely understand the issues faced by entrepreneurs who have support needs and many are not motivated (or funded) to develop in this way. Written information is often inaccessible and the increasing use of electronic media can create an additional barrier to people not able to use the internet.

Careers advice from mainstream organisations such as universities can be poor and rarely draw on lived experience from other people in the same situation which could make things simpler.

Business advice can be poor or not tailored to the needs of people with a disability or illness. Some buildings where advisers are housed are inaccessible to people who use wheelchairs.

7.6   Initiatives that are established to help have limitations

Initiatives that are put in place to support disabled people into work can bring their own barriers and challenges. For example Access to Work provides funding which can be used to pay a worker to give work based support to the disabled entrepreneur. Once recruited the worker's wages must be paid but there is often a delay before Access to

Work monies arrive leaving the disabled person with a funding gap that they may not have the resources to fill.

7.7 Health and ability of the provider

People who have a disability or illness often have fluctuating health or motivation and this can hinder their ability to set up an enterprise that aims to deliver a consistent service. This is more of an issue if the provider becomes self employed and needs to gain a regular income from their endeavour.

Quote from a provider

Wendi had a great understanding of personal barriers that I faced due to my mental health needs and supported me every step of the way-she was able to advise me of the best route to tackle things but understood if I wasn't able to do it. That was so important to me and the fact that the support was ongoing. Her knowledge on benefits and earnings was really helpful and advice about legal aspects like public liability was needed. Wendi was able to plug me into the network of other providers where I got additional support. Wendi was also great in meetings to agree with other organisations how they could support my service to develop. My sessions on a Tuesday are now full- I intended to support only people with mental health needs but now I have customers with a visual impairment so I have learnt new skills to teach people appropriately.

Jam Club: Pete

7.8 Attitudes and prejudice

People with support needs and in particular those who use care and support services often face prejudice and discrimination in society and this is particularly true of people who plan to establish their own enterprise. Service providers, local government and others may see people only as recipients of care and support and can find it hard to see them as enterprising individuals able to offer a service themselves.

People have to work harder to gain respect from existing potential customers who may have stereotypical views that disabled people or those with a mental illness will deliver a poorer level of service

7.9 Reductions in Personal Budgets affect people's ability to focus on their enterprise

People use Personal Budgets or Direct Payments to employ PAs to support their day to day living, which is crucial to enable the person to focus on their enterprise. There have

been examples of budgets being reduced after a reassessment of needs. This seems to be due to changes in eligibility criteria, the introduction of new senior managers or a general evolution of Personal Budget processes. This has caused great anxiety to micro providers, requiring them to put time and energy into trying to reverse decisions which ultimately has a deleterious effect on the sustainability of an enterprise. When the support is not available to fully meet care needs, lives are more restricted, support that might have helped people as they worked is no longer available. User led micro enterprises have been massively affected as a result.

7.10   Endless policy changes have a negative impact

When any new Government takes office, new approaches and policies are introduced, some of which can be in conflict. The vision of Big Society should support the emergence and sustainability of micro enterprises run by people with a disability or illness but other policies such as changes to Welfare to Work seem to undermine this. Cuts to services, changes to the benefits system, ending of initiatives and projects locally and nationally and local restructuring, has also helped to create uncertainty, confusion and even more of a need for tailored support to help people navigate and keep abreast of changes.

Quote from a provider

We were an established voluntary service and Wendi supported us to think about taking the service forward and look to the future- she signposted us to an organisation for funding and enabled us to think about what we may need to include; e.g. we needed monies to train new advisors and Wendi opened our eyes to the fact that they would have on-going support needs due to their own disability to undertake their role, which we would also need to include in any bids.

The vision of Big Society is great but there needs to be support to make things happen- practical help and funding for example to pay for transport- people may be happy to do voluntary work but if there is no way of getting there then it's hopeless!

Access for all

7.11   Financial viability

There is no start-up funding that takes into account the extended timescale often needed to set up a business as a disabled person.

Making any enterprise financially viable is extremely challenging even where the service is well received and seen as a positive example for others to learn from. In some situations the viability of the enterprise is totally dependent on the commitment, vision

and energy and even financial input of a family member. This is rarely available and so limits the replicability of some excellent services we have supported as part of this project.

7.12   Insurance

All micro-entrepreneurs need good advice about insurance and a failure to get good advice can be expensive. Advisers do not always have a good understanding about the liability issues when a micro-provider employs someone using a state-funded Personal Budget to help them in their enterprise. The local authority, the adviser and the insurance company may be confused about where liability lies in this situation.

Some insurance companies increase their charges for micro-entrepreneurs with support needs as they assume that someone with support needs will be less reliable when running their own enterprise and that there will be more risk.

7.13   Transport

Good accessible transport is important for providers delivering a care or support service; however this can pose a major challenge.   Many train and bus stations are still inaccessible for people who use a wheelchair and, for those that drive; parking spaces are often limited or wrongly used by the general public. Potential providers who are unable to travel without help and support face additional challenges. Transport difficulties may mean that providers arrive late at meetings or not at all compounding the preconceived notions that disabled people cannot provide a reliable service of a high quality.

The additional barriers that people face led us to recognise the need to develop a different and more intensive approach to working with people who need support than the approach that we had previously taken with other providers in Oldham

8. A strategy to address issues and barriers

Locally:

8.1 Work together

It is essential that all relevant local agencies work together if people with support needs are to establish successful enterprises. In Oldham a local Steering Group approach was tested and found to be a helpful way to bring agencies together. The Steering Group should include people with a strategic overview and the power to effect change in their area. Suggested Steering Group members include: disabled entrepreneurs, council representatives, representatives from the local Centre for Independent Living, local business support agencies, Job Centre Plus and Employment Advisers. The Steering Group members should be expected to use their networks and contacts to create clear advice and information

pathways for people together with working protocols between the different local agencies to avoid duplication on the customer journey.

8.2 Provide intensive support where it is needed

The pilot established that many people who use services do not want to be passive recipients of care and support; they have ideas and aspirations and can be the best people to deliver services for other people. There are current Government policies in place to help drive this type of aspiration and these include Right to Control. However in reality the challenges faced by disabled people and those with an illness are immense. We have learned that intensive, local, tailored and focussed support must be provided to many potential entrepreneurs to enable ideas to come to fruition.

8.3 Link to other initiatives

Identify and engage with existing projects or initiatives in the local area that fit well with the support of enterprising people, for example the project forged links with the Right to Control work across Greater Manchester. The policy drivers, funding and commitment from Government to promote active citizenship and economic and social participation provided an excellent platform to raise the profile of this type of work and enabled more creative thinking. Giving good examples of where people with a disability or illness have exploited an enterprise idea, increased their social capital and supported others can be highlighted within a forum that already has credibility and momentum.

8.4 Have realistic expectations and a flexible approach

Many advice services operate within a specific and limited remit or to clearly defined targets. Potential providers find themselves excluded from potential sources of support because they don't plan to immediately "come off benefits", to formally constitute their enterprise as a business or because they simply need more time or a more personal approach. A more flexible approach is required that would enable people to explore and develop ideas and to get the help that they need without too rigid an emphasis on agency outcomes.

8.5 Engage families and supporters

People with higher support needs can be heavily reliant on families and carers who often have the power and influence to kill or drive an entrepreneurial idea. This was a challenge that we were not fully aware of until later in the project and is an area we would approach differently if we were to replicate this work. Disabled adults are, quite rightly, seen as independent individuals able to make choices and decisions about their own lives. However people rarely live in isolation and if the choices they make can have an adverse impact on others. Families and carers must be positively engaged and the very real barriers they face addressed if their dependents are to have any chance of making their enterprise a success.

8.6 Get help from people who know

Every area should have a Centre for Independent Living (CIL) based on the principle of empowering disabled people using a social model of disability and providing peer support. The Government has set targets that every area should have at least one User Led Organisation (ULO) and many of these ULOs are being developed by the local CIL and are managed and controlled by disabled people. Both The CIL and the ULO will be committed to personalisation and should be willing and able to support people who are trying to develop and deliver enterprises. They may need to be made aware of this agenda and will need funding to enable them to engage in this work. At the end of the project Oldham CIL was able to offer a number of micro providers some resources or support in their enterprise endeavours.

8.7 Don't reinvent the wheel

The project found that there are many national and local organisations that exist to support people in different ways to either come off benefits into work or self–employment, set up an enterprise, or deliver a voluntary service. In addition there are published articles and information packs often written by or for disabled people that could support people to put their enterprising ideas into practice. Individuals and support agencies should use resources that have already been produced and the expertise of people, rather than embark on a new local or personal journey alone.

Nationally:

8.8 Use evidence and stories to create momentum

Agencies or organisations supporting micro enterprise should gather evidence of their impact, case studies and real life stories in order to publicise the possibilities that do exist for disabled people and those with mental ill health. This is something we have done as part of the project and which has had a positive impact.

8.9 Tackle the welfare benefit issues

People need the freedom and financial security to think creatively and be entrepreneurial without being fearful that this could find them or their family in dire financial straits. Benefits need to have the flexibility and responsiveness to take into account people's fluctuating health, abilities and motivations.

9. Conclusions

- People with support needs have good ideas of ways they can help others and can draw on their experiences of receiving support to inform what they can offer.

- Some people are motivated and able to turn their ideas into a formal care and support service without too much help and support but these people are very small in number.

- Self employment or running one's own enterprise can be a more viable option for people who find it difficult to work elsewhere due to access issues and personal limitations.

- People can face prejudice and discrimination in the workplace so running an enterprise can offer a real alternative. However that prejudice can affect how people are perceived and treated as entrepreneurs, by potential customers and advice giving agencies.

- The barriers for anyone in establishing a new enterprise or business are high but for people with support needs they are even higher and can be seen by some people as insurmountable.

- There are agencies, initiatives and organisations in existence that can help people but they rarely work together and are often inaccessible to people with support needs.

- There are already a number of useful publications and products able to give people the business information that they need.

- The introduction of Personal Budgets has enabled some people to feel more in control of their own lives and given them access to the help needed to manage their personal and work lives.

- People who understand the Personal Budgets system from the inside can draw upon their experience to help others to manage their budgets, find services and staff and to take control themselves.

- The implementation of Personal Budgets in some areas is slow and in other areas budget reviews are reducing the ability for people to establish and sustain their own enterprise.

- To overcome barriers some people need intensive, tailored, individual support from one key person and signposting to existing information. This key person can work directly with the person and can also help to link and educate other agencies and organisations that could also assist.

Quote from a provider

"The face to face meetings with Wendi really helped; she was so supportive and respectful which gave me the boost I needed to try and get funding for the service to get it off the ground. I needed a push to go to the right place for support- and Wendi came with me to help go through the paperwork. It's a shame the project is coming to an end"

SHOUT: Jamie

Project and report funded by the Department of Health

Appendix A

Organisations identified as doing linked or relevant work:

National

- *Red CIC* offer training for disabled people and PA's or placement officers. They develop programmes for enterprise support workers and offer business development support to individuals, web support, and free resources online.

- *In Business* Programme offers a range of consultancy support, resources and tools to create employment opportunities for people with learning disabilities.

- *Association of Disabled Professionals (ADP)* supports disabled people to set up and maintain their own business through the Disabled Entrepreneurs Network (DEN).

- *Mienterprise* started in Herefordshire and support people with a learning disability to plan, set-up and develop a wide range of micro-enterprises.

- *Prince's Trust* provides financial support and advice in order to help 14-30 year olds gain new skills, build confidence and set up in business.

- *PRIME* provides advice and support to people aged 50 plus who want to set up in business. PRIME's work with older entrepreneurs compliments the work of other charities, such as the Prince's Trust.

- *Disability Means Business* is a website resource for disabled entrepreneurs who are self employed or wish to start up their own business.

- *Foundation for people with learning disabilities* has free online easy read guides aimed at people with a learning disability to support them to plan their business start up and to produce a business plan.

- *The Federation of Small Business* is a pressure group that promotes and protects the interests of the self employed and owners of small firms.

- *Business Link* offer advice on starting, managing and growing a business.

- *Ready to Start Project* provided an opportunity for Barclays and Leonard Cheshire Disability to work together. Through the sharing of their knowledge and expertise, they provide training and advice, and challenge attitudes towards disabled people in the business world.

- *National Centre for Independent Living (NCIL)* is a national support, advice and consultancy organisation that aims to enable disabled people to be equal citizens.

Local to Oldham

- *Blue Orchid* offer workshops and training on funding, grants, IT, marketing, employment, legal issues and health and safety to people running a social enterprise. They also offer business start up advice.

- *The Enterprise Centre* has a focus on enterprise and education and offer training in personal and business development. They provide comprehensive, individual support to people.

- *Voluntary Action Oldham (VAO)* offer advice on how to start up a voluntary or community service, and have recently extended their remit to include the development of social enterprises. They also host business advice workshops which are delivered by Blue Orchid.

- *InBiz* has a focus on enterprise creation and neighbourhood regeneration. They offer one to one low level business advice to people on sickness related benefits.

Appendix B

The Project Co-ordinator has worked with 12 enterprises that were looking for some help, support and advice to enable it to get off the ground or to become more sustainable:

1. DanceSyndrome

Jenny who has Down's Syndrome always had a passion for dance and after employing a Personal Assistant with the same enthusiasm, developed DanceSyndrome, a social enterprise which aims to meet a need, to provide leadership training and performance opportunities in dance for people with a learning disability supported by non-disabled trained dancers. In turn the opportunity is afforded to disadvantaged or isolated community participants to engage in dance activities which are rarely available to them.

Interventions	Outcomes	Challenges
Jenny and family requested some support from the Project to identify relevant funding streams in order to sustain the enterprise	Successful applications to Awards for All and Unltd allowed them to search for dancers and set up initial pilot workshops which have been very well received. DanceSyndrome now has a pool of 14 dancers with and without a disability. Dance workshops are co-delivered across the North West to organisations and people, some of whom have a learning disability. One year on and DanceSyndrome is recruiting more dancers who wish to become leaders to join the social enterprise as demand has far outstripped supply.	Without the considerable drive, commitment, resources and passion of Jenny's family it is unlikely that this enterprise would have become established and sustained. Sourcing core funding is imperative in order to make this enterprise sustainable.

2. Jam Club

Pete has enduring mental health issues and is involved with a local inclusion and resource centre which aims to support people with mental health needs to develop and move into volunteering/work. Pete delivers one to one guitar lessons and runs a 'Jam club' for people

with mental health issues to learn about all aspects of music including song writing, singing and learning to play instruments. Music has benefited Pete personally and he recognises the impact it can have on people's lives. Pete would like to develop the service from one run on a voluntary basis to one that generates an income. Contact: jamclub@talktalk.net

Interventions	Outcomes	Challenges
He has been supported by the Project Co-ordinator to apply for funding, to access appropriate business advice, to find an organisation able to offer him a CRB check and to gain information on policies and procedures.	Pete has become self-employed and has started to gain new paying customers for 1-1 tuition. He is better aware of his capabilities and the limits to how much he can work	Pete's own ill health can limit his motivation

3. Web based peer support and collective purchasing

Mr M has a disability and wanted to work at home from his computer. He has established a web based service from home to link small businesses together and this practical arrangement suits his own needs and circumstances well.

Interventions	Outcomes	Challenges
Mr M planned to earn money from his enterprise and was advised by the Project Co-ordinator to seek professional advice about the possible impact on his benefits.	He has started the online service. Mr M aimed for his service to be free of charge for the first year and he then wishes to introduce a membership fee.	As yet very few small businesses have been indentified who wish to use the service.

4. Oldham Craft

Michael has a mild learning disability and delivers football training sessions once a week for an hour for other people with disabilities. Michael and his friend (who does not have a learning disability) work together to run the enterprise. Michael delivers the service while his friend deals with the background running of the enterprise. The service operates from a multicultural centre which has a sports focus and Michael receives some informal support from a staff member at the centre. This is a voluntary service but the players pay a nominal fee to cover the cost of the hired pitch and insurance.

Interventions	Outcomes	Challenges
Michael has been advised and supported by the Project Co-ordinator on a number of issues including where to gain funding support.	Oldham Craft now has policies and procedures Workers have applied for a CRB check	Oldham Craft wish to expand the enterprise and for it to generate income but this has not been possible due to the limitations of the welfare

		benefits system
Help to identify where support and advice will come from once the project has ended	Michael has developed a code of conduct for the players and the spectators who also have a learning disability	

5.Saturday Night Social

Bob and Karen have enduring mental health issues and run the Saturday Night Social enterprise. Bob and Karen were members of the group before taking on the management role. Saturday Night Social operates at weekends and in the evening at a local resource and inclusion centre for people with enduring mental health issues. Bob and Karen realised that there were a number of services and groups available on week days, but there was nothing available at other times. Saturday Night Social offers people the opportunity to socialise, feel included, and have a low cost home cooked meal. The group is highly valued by the people who use it.

Interventions	Outcomes	Challenges
Saturday Night Social have had support and advice from the Project Co-ordinator on potential sources of funding and ways to develop and sustain the service	There is a possibility that the service may end.	The long term sustainability of the service is in question because the volunteers who run it find it personally challenging due to their own fluctuating health conditions. Gaining funding or income to run Saturday Night Social is also difficult.

6. CLEO (Community Lived Experience Organisation) - formerly Oldham Open User Forum

This user led group is designed and delivered by people experiencing emotional and social trauma and offers peer support, mental health training and advocacy for people with lived experience of mental distress. The voluntary group has been operating for 10 years. The group have recently developed a guidance pack for schools around mental health issues which has resulted in positive feedback from the Chair of the Mental Health Improvement Programme and Oldham Council's former head of modernisation.

Interventions	Outcomes	Challenges
The Project Co-ordinator has helped to facilitate partnership arrangements with the local council by engaging CLEO with the	The group now operate from the Centre for Independent Living, where they have a proactive role as board members.	The group feel that they need more help, support and partnership working in order to develop the service further with better facilities,

Centre for Independent Living. The Project Co-ordinator has also given CLEO advice on some of the requirements of running the service such as the need for CRB checks, insurance, policies and procedures.		resources and funding.

7. Support -Post Traumatic Stress Disorder

Mr M is an ex-serviceman who has Post Traumatic Stress Disorder. He was aware that others suffer from this disorder and current provision does not meet their needs. Mr M aimed to fill that gap by establishing a support group and service for people with Post Traumatic Stress Disorder.

Interventions	Outcomes	Challenges
The Project Co-ordinator was able to signpost Mr M to organisations able to advise him on formally setting up a voluntary organisation, to enable him to access funding, advice on CRB checks and appropriate insurance.	Mr M's research indicated that the group is the first of its kind in the country, and will hopefully be constituted as a voluntary organisation delivered from the Centre for Independent Living in Oldham.	Mr M found it a challenge to manage his own health condition, establish the new service and find a venue for the group to meet in.

8. Cooking and teaching

Mr S has enduring mental health issues and found that cooking made life more bearable and provided him with some inner peace. He acquired training from the council which equipped him to teach others; he aimed to deliver a social enterprise focussing on teaching people with a learning disability how to cook.

Interventions	Outcomes	Challenges
Mr S needed support to access start-up funding, gain advice from business support agencies and to assess the potential impact on his welfare benefits if he was to earn money. Mr S needed support from the Project Co-	Mr S was supported intensively by the Project Co-ordinator for over twelve months and has gained a great deal of confidence and knowledge over that time. He has learned that his	Mr S found it personally difficult to engage with the world in addition to coping with his own health issues and continuing his role as an informal carer for his Mother

| ordinator to attend meetings to ensure that he understood and was able to act upon the advice given | illness does not allow him to sustain the drive required to set up a paying enterprise.

He is now delivering the service on a voluntary basis. | |

9. SHOUT

Jamie has a learning disability and runs a voluntary service providing advocacy to other disabled people. The service which is free of charge is run on a weekly basis and is hosted by the local Centre for Independent Living.

Interventions	Outcomes	Challenges
The group have received advice and support from the Project Co-ordinator on setting up and running a non profit organisation, accessing CRB checks, policies and procedures and potential sources of start-up funding.	The group have not to date received any funding and will require ongoing support to gain this if the future of the service is to be secured.	It has been a challenge for Jamie to engage with external agencies.

10. Shop in sheltered accommodation

Miss S attended Council run day services for many years before receiving a Personal Budget. One of the day services she attended worked with a local sheltered accommodation service for older people, supporting people with a learning disability to run a small shop for the residents of the sheltered accommodation in the communal area. Under the modernisation of day services within the Borough, this service ceased and Miss S found this difficult to accept. She was keen to continue the activity and used her new Personal Budget to employ a Personal Assistant (PA) to support her to do so.

Interventions	Outcomes	Challenges
Miss S was supported by the Project Co-ordinator to engage with the Housing Association to ensure that they accepted her as a volunteer in order for her to be covered for insurance purposes.	The shop is running successfully This model has now been replicated in other housing association properties by friends of Miss S supported by their PAs.	Miss S did not want to develop this into a formal enterprise which was a challenge for the Project Coordinator

11. Social and arts group

This service is delivered on a weekly basis by Mrs M who has a physical disability, using the facilities of the local Centre for Independent Living (CIL). The group is very well attended and provides an opportunity for people with disabilities to socialise as well as carry out art activities. The sessions are free of charge to people who attend.

Interventions	Outcomes	Challenges
The Project Co-ordinator provided Mrs M with advice on formally constituting the group as a voluntary organisation with the inclusion of a board.	Mrs M decided not to formally constitute the service Clarity has been gained with the Council about how their insurance policy covers this activity.	People who have run services for friends and acquaintances on a voluntary basis for a long time do not want to always formally constitute their service.

12 Access for all

Unavailable for further comment at the time of finalising this report

Appendix C

3 potential enterprises were supported by the Project Co-ordinator but did not develop as envisaged. They were:

1. Music for older people

Two young men with a learning disability, who moved into supported lodging accommodation felt disconnected from their community, did not see the possibility of gaining meaningful employment and did not want to continue with education. The Project Co-ordinator recognised their gifts and talents around music and IT and discussed the possibility of them using these to benefit their community. The men planned to set up an enterprise to take Karaoke into the lives of older people living in sheltered accommodation. Several meetings took place with Job Centre Plus, Wardens, and the PAs employed by the two men. Due to the chaotic lifestyles of the two men progress was slow and the enterprise did not take shape. However, the planning work and focus on their assets did enable them to think more positively about their lives and they have since undertaken voluntary work and gained an NVQ qualification.

2. Alternative therapies

Miss A and Miss B both have a learning disability and were supported by their (PA) to develop an enterprise for other people with a disability. The aim of the enterprise was to provide a place for people to socialise whilst receiving alternative therapies. The Project Co-ordinator advised that in order for this service to be successful and viable Miss A and Miss B would need training in the relevant alternative therapy and it was established that they would struggle to undertake this. In addition, both women were in receipt of benefits and it was clear that family and carers did not want this enterprise to have an adverse impact on this. Miss A also had a part time job which she had maintained for many years and valued and there were concerns that this new enterprise could impact on this. It also became difficult to justify the involvement of the PA as support to develop and deliver a service was not identified within the women's support plans. The women were advised by the Project Co-ordinator to establish if they could use part of their Personal Budget to pay the PA to help with this endeavour. The family of the women did not share fully support the enterprise which increased the challenges and in the end the enterprise ceased operations.

3. Good ideas but nothing fixed

Mr D was very business minded; had a number of good enterprise ideas but seemed unable to fix on one and then take action to make it happen. The Project Co-ordinator worked with Mr D's Employment Support Officer and learned that Mr D's health condition made it difficult for him to make concrete decisions and to be able to act upon them. This was a huge barrier for Mr D and he was unable to get his enterprise off the ground.

Appendix D

1 provider was supported to establish an enterprise but was unable to sustain this and has ceased trading within the lifespan of the project:

Driving instruction

Mr W has a physical disability and has never accessed social or other care services. He passed his driving test in an adapted car to increase his independence and discovered a passion for driving which lead to him becoming a driving instructor. He was keen to come off benefits and teach other people with a physical disability how to drive; he was supported by various agencies to set up a small franchise. Unfortunately the high costs involved in this activity coupled with low uptake of the service ultimately lead to its closure despite on-going support from the Project Co-ordinator to market the business and successfully obtain start up funding.

Appendix E

3 micro providers were identified and engaged who did not require help and assistance from the Project Co-ordinator but who were willing to share their experiences in order to help inform the work. They were:

Brokerage and Personal Assistant (PA) Finding
Mr G has a physical disability and has his own Personal Budget. He is an Accountant and this enabled him to manage all tasks relating to his Direct Payment with confidence and skill. Mr G was aware that finding a PA and taking on the role of employer including payroll could be difficult for some people and has established a service to meet this need. Mr G's PAs also work for the enterprise in addition to supporting Mr G with his personal care needs. Mr G was able to share some of the lessons that he has learned on his journey.

Essential Brokerage
Mr W has a physical disability and operates a brokerage service for other disabled people on a voluntary basis. This service is aimed predominately but not exclusively at people within the BME community. Mr W was motivated to establish the enterprise as he used services himself, received a Direct Payment and had a good understanding of the systems. He recognised that people from the BME community could be harder to reach and didn't always understand the principles of self directed support. Mr W's fluctuating and deteriorating health has impacted on his ability to run his enterprise and to deliver his brokerage service. Day to day tasks are more difficult and a recent reduction of his Personal Budget following a review has had a dramatic impact on his life and made him less able to sustain this enterprise.

Specialist conference organisation service
Mr Jason Rhodes has a learning disability and employs a PA to meet his support needs and to help him run an enterprise organising conferences. Jason was supported by family and friends to start his own enterprise. He faced initial challenges as he was not always taken seriously by people and professionals but his enterprise is now successful. Jason has written and produced a guide for people on how to set up a business and delivers workshops and easy-read training materials on this topic. His enterprise has been operating for over five years and now provides work for disabled and non- disabled people within the company. For more information see Facebook I C Jason Rhodes Limited

Appendix F

In order to test the lessons we were learning from the micro providers in Oldham we made contact with people who have support needs and who have set up their own enterprise but who did not meet the criteria. Examples of these are:

Joe Brown's Egg Round
Joe has Aspergers Syndrome and always wanted to earn an income that exceeded what he could receive from state benefits. A family friend suggested setting up an enterprise delivering eggs to the local community. Joe and his parents set up the enterprise in 2008 and it now has 300 customers per week. This has given Joe an opportunity to become self-sustaining, feel valued within society, and to learn and develop new skills such as maths and banking. For more information see www.joebrownseggground.co.uk

Association for Disabled Professionals (ADP)
ADP is run by disabled professionals and provides employment advice, information and peer support for disabled professionals and their advisors or friends. ADP recognised that disabled people have a real need to receive information from other disabled people about issues relating to education, employment and training. The Disabled Entrepreneurs' Network (DEN) run by ADP provides networking opportunities, work related mentoring and information services for self-employed disabled people and those setting up and running their own small businesses.

Start (ability)
Kath has a physical disability and is a sole trader. She set up Start in 1999 and the enterprise offers equality training, therapy and support services to the general public specialising in the provision of support to disabled people.

Access training and consultancy
Flick is a disabled person with a range of impairments and is a sole trader. She provides consultancy and training on access issues to an array of organisations including hotels, community organisations, Local Authorities, landlords and architectural designers.

Lazurus Mobility
Stephen retired on the grounds of ill health and set up his own online company which provides mobility aids including mobility scooters, wheel chairs, walking aids/frames and lifts and every day products for disabled people. Stephen also advises on property adaptations and uses a reliable team of builders to carry out the work.

Cathy Lees on-line counselling service

Cathy has a disability and qualified as a counsellor in 2007 setting up her enterprise around that time. Cathy Specialises in on line (including Skype) and telephone counselling with people who can be hard to reach. www.cathyleescounselling.co.uk