



National Development Team **for inclusion**

Making The Journey From Staff-Run to Self-Run

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Policy and Practice Context

- Long history of self-determination (e.g. Centres for Independent Living)
- Government 'User Led Organisation' initiative – 21 design criteria!
- NHS and Local Authority duty to involve people
- Right To Control Legislation going through Parliament
- Personalisation and individual budgets
- 2006 DH guidance calling for the development of service run by people themselves

Different Approaches

Three Different Approaches

- Forming a new group or organisation explicitly to run a service or similar
- An existing organisation deciding to set up a new activity
- The transition of a group or service from 'staff-run' to 'self-run'

This presentation is about the latter

Seven Key Tasks or Challenges

A work programme to help make change a success

- Growing a well run group
- Developing new leadership
- From lynch-pin to peer support
- Succession planning
- Staff letting go
- Diversifying the market
- Commissioned services

Growing a Well Run Group

Starting with a 'healthy' group, e.g.

- Are there clear aims – ground rules that are flexible?
- Is there a culture of openness – welcoming new people and new ideas?
- Are any legal requirements being properly met?
- Are there processes to review effectiveness and change
- Has the group avoided 'institutional' behaviour?

Developing New Leadership

Does potential leadership exist within the group?

- Leaders are not always the ones with the loudest voices!
- Develop and support the growth of individuals
- Help understanding about what makes a healthy group (possibly as opposed to a statutory sector run group)
- Consider ways of sharing leadership
- Celebrate success

From Lynchpin to Peer Support

...or from dependency to taking control

- Analyse what staff have done and plan for the future
- Discuss how to avoid becoming too dependent upon a new 'leader'
- Work out the balance between collective ownership and effective decision making
- Recognise people's anxieties about new responsibilities – address concerns
- Don't throw the baby out with the bathwater – keep other supports and relationships you need

Succession Planning

Change takes time and can be complex

- Create a plan that keeps momentum going but doesn't rush things
- Allow flexibility to change things as you work out what will and will not work
- Recognise the risks of people experiencing loss and change – support and work with them
- Think what to do with the old relationships – keep them in some way or drop them totally?
- Review the process and the end result regularly

Staff Letting Go

- Taking power means someone's losing power
- Recognise it may be difficult for the staff – they may need help to let go
- Find ways of working with staff – not against them
- Enable the staff/service organisation to manage its legal requirements in the change
- Take the opportunity to question past working norms and change any poor practice
- Will there be continued staff links in some ways?

Diversifying the Market

How will a self-run group increase choice and opportunity?

- Is it clear the group will offer something that is not already available in other ways
- Create a purpose that is outward looking and not insular
- How can the group link into other resources to help promote opportunity
- Use self-run status to do things differently

Commissioned Services

If public money is involved – there still has to be accountability

- Be clear with any commissioners about what they expect to be achieved
- Negotiate for the resources you need and security over time
- Promote yourselves as positively adding to networks of support
- If personal budgets are involved – members will still have to demonstrate positive outcomes

In Summary

- Any change can be complex, learn from change theory and plan it well
- Be clear about purpose and goals beyond just being self-run
- Being a self-run service or group doesn't automatically make what happens OK!
- Use the new power and freedom to achieve something more than before
- If money is involved, there will still be accountabilities outside the group

For More Information

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