

Business Model Canvas (BMC)

For: At-home childcare service in Brighton & Hove (UK)

Date: 16/11/2020

Partners

- **Childcarers:** Childcarers who opt to spend (part of) their time in at-home care on a self-employed basis.
- **Local council:**
 - provides resources and staff to run the service;
 - supports the vision and objectives of the service;
 - other services in the council refer parents.
- **Employers, organisations and families:**
 - referring parents and signposting;
 - marketing and promotion.
- **Nurseries:** signposting parents to the service.

Activities

- **Quality control, brokerage and support:**
 - recruitment and selection, coaching and support of childcarers;
 - administrative support in the form of templates and model contracts;
 - answering questions from carers and families, setting up networking opportunities for early years practitioners who provide care in the families' home.
- **Networks in the city:**
 - ensure that the service is known and attracts new childcarers;
 - ensure that the council remains aware of the provision in order to make it durable and ensure continued funding.

Value

- **Children are taken care of in their home environment:**
 - children have their own toys, bed, food, etc.;
 - one-on-one care;
 - children of different ages can be looked after together;
 - children do not have to move from one place to another;
 - long-term contracts allow children to build a relationship of trust with the childcarer.
- **Pedagogical freedom for childcarers:**
 - they are not tied to the curriculum that applies to regular childcare in England;
 - they can work with children of different ages;
 - they can build close relationships with the families they work with.
- **Very flexible high-quality childcare offer:**
 - wrap-around care, care at any time: overnight, evenings, mornings, etc.;
 - planning takes place through consultation between carer and parents;
 - trained and registered carers;
 - affordable for parents because part of the cost can be recovered through the tax system, becomes more affordable if there are more children in the family.
- **Speed:**
 - can be very fast, parents can be helped in emergency situations;
 - it answers to unexpected or special care needs, for example if parents have to go to hospital with another child.

User relations

- **Strong user orientation:**
 - childcare adapted to the needs of the family;
 - customised contract between carer and family.
- **Very personal care:** especially where childcare is provided over a long period, the carer becomes almost 'part of the family', getting to know children and parents very well.

Channels

- **Referring bodies:** parents find their way through referring bodies, including childcare organisations.
- **The city council:** the at-home care service is advertised on the city's website.
- **A council service (the Family Information Service):** refers parents through key persons who work with families in vulnerable neighbourhoods.

Users

- **Parents who prefer this type of childcare:**
 - parents who prefer children of different ages to be taken care of together;
 - parents who want their child or children to be looked after at home, rather than in a group setting or in a childminder's home;
 - parents for whom this is the only childcare solution;
 - self-employed parents, parents working shifts, parents with atypical or irregular working hours.
- **Parents in exceptional situations:**
 - families in an emergency, for instance if a child or parent is in hospital;
 - people from outside the city who are visiting the city for work and in need of childcare;
 - children who cannot access group care, for example for medical reasons.

Costs

- **Staff cost:** the main cost is the staff cost for the coordinator running the service.
- **Additional costs:** costs of insurance, of training and coaching for childcarers, of registration of carers in the childcare register (UK), of compulsory training courses such as first aid and risk assessment.
- **Cost of marketing/promoting** (material).
- **Recruitment and selection:** the recruitment and selection of new childcarers also involves costs such as personnel costs, some travel costs (for example to a job fair).

People and resources

- **Coordinator:**
 - a key person who runs and embodies the service, expert in childcare, aware of the latest developments and regulations;
 - someone with a strong network in the sector;
 - a matchmaker with a strong vision;
 - negotiates on behalf of the childcarers, but also on behalf of parents in vulnerable situations;
 - there is always a backup available if the coordinator is away on holiday or due to illness.
- **Online directory:**
 - a system to inform professionals, organisations and parents about the offer and to recruit childcarers (marketing).
- **Administrative system:** to make the service run smoothly and at the same time support childcarers.

Income

- **Income from childcare** goes to the carers themselves:
 - childcarers who provide care at home work on a self-employed basis. The families pay them directly;
 - they do not pay for the service that runs the system. This makes the model affordable but it also means that there is no income for this service.
- **Social benefit:**
 - the service ensures that parents can go to or stay in work;
 - in this way it has an impact on the number of benefit payments that the government has to make.
- **Positive image:** the service contributes to the positive image of the organising city.
- **Extra income:** this could be obtained by having sessions paid for by social services or by training institutions that would otherwise have to provide their own childcare and are thus saved costs through the provision of at-home childcare.

An at-home childcare service can consider to asking parents above a certain income level to pay for the service. Another option is to direct these parents towards private services and to have vulnerable families as main target group for the free service.

Providing childcare at atypical hours

At-home childcare service in Brighton & Hove (UK)



In Brighton & Hove in England, the local council has set up its own At-Home Childcare Service. This service arranges work for qualified self-employed early years practitioners who take care of children in their own homes.

The service is specifically intended for parents who work shifts, have atypical working hours, urgently need childcare, are on training courses in the evenings or at weekends, or have a child with specific care needs.

This system allows early years practitioners to look after several children of different ages from one family, who are often unable to find places at the childcare organisation.

Why is it necessary?

Some parents cannot rely on regular childcare. Single parents with a job in the hospitality industry or retail who often work in the evenings have great difficulty finding a childcare place. Increasing numbers of jobs demand flexibility from employees, without offering them much flexibility in return. This is more common for low-skilled workers on a low income. Society effectively relies on these parents being able to call on their own network or use a private nanny, au pair or babysitter. This is not always possible, and the private options are usually very expensive.

How might that look in practice?

The Brighton & Hove FIS (Family Information Service) team decided to create an at-home care system due to the lack of affordable alternatives for parents. There is plenty of work in the city, but many jobs have irregular hours and regular group care and childminding provision is only available during office hours.

An employee from the local council runs the service and ensures the recruitment and support of the early years practitioners who provide the care in the home. Parents are referred to the service through the website, key figures who work with vulnerable parents and regular childcare.

What strategies help?

A subsidised at-home childcare system is the cheapest and most efficient way to meet the needs of parents who:

- work shifts, at weekends, with irregular hours, etc.
- unexpectedly need childcare, for example because a child is in hospital or the parent has an urgent appointment to which he or she cannot bring the child.
- need childcare before and after school, or before and after the opening hours of regular nurseries.
- have children with extra needs, due to a medical problem or a weak immune system, meaning that it is advisable not to come into contact with other children.