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Implementation and replication of new models across localities

Jonathan Bland

Social Business International

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Some background

- About me

- Currently advising on SE in UK and abroad
- Work with Finnish Government

  Interest in public service reform, major challenges, looking for new models

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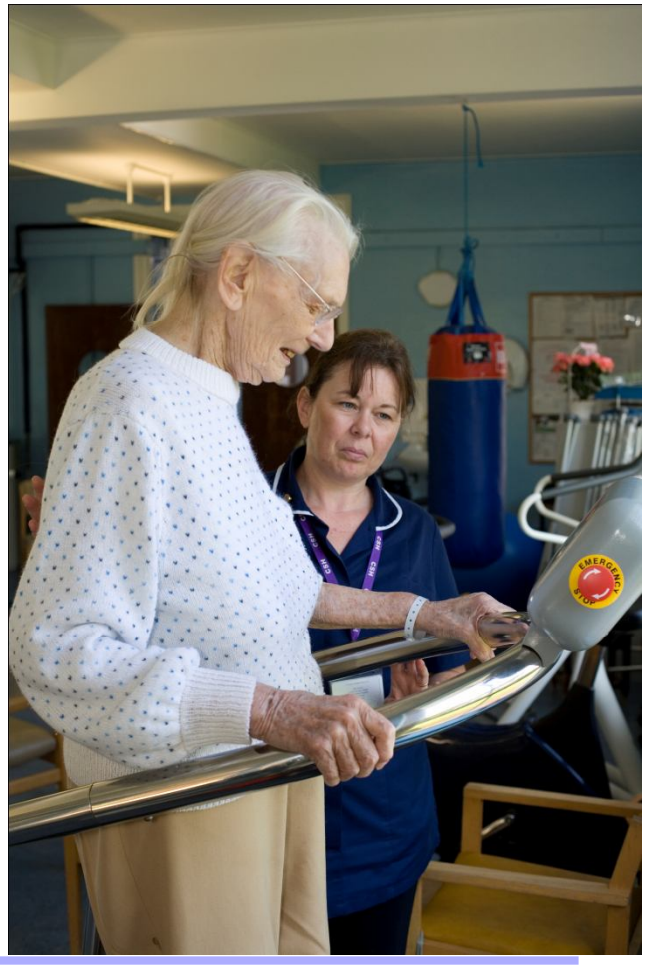
Why the interest in these models of social enterprise?

- Entrepreneurial leadership
- Focus on the user
- Engage and empower staff in different ways
- Knowledge of needs, what works and what doesn't
- Capacity to build trust
- Creativity
- Flexibility, ability to be quick



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What can you get when it works?

- Improved quality through service innovation – and different ways of working
- Cost savings through efficiencies
- but it is not an easy or straight forward route

UK experience of public sector spin-outs into social enterprises

- Social care in the 1990s
- Leisure Trusts
- Health and the Right to Request

- Some basic analysis: interviews with leaders and people supporting process

The process of spinning out

- Trigger
- Feasibility, planning
- Transition
- Going live
- The real journey

What needs to be considered?

- Is there a business?
- Scale – what might transfer?
- Separation – how, what' the deal? - contracts, resources
- Technical issues- Tupe, VAT, insurance, leases, assets etc
- Leadership
- Workforce
- Other stakeholders
- Legal and Governance
- Money

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Barriers

- Know how, business experience
- Establishing true costs
- Financial impact of VAT, Insurance, pensions
- Opposition from those against the process
- Time for the process, staff involvement

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Key factors for success

- People in the process
- Strong vision
- Leadership and the journey
- Communication and engagement – process of culture change
- Timing
- Scale
- Right legal form and governance
- Support through process and beyond
- Resources

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Positive change

- Accountability and flexibility
- Knowledge of costs and consequences
- Awareness actions can save money with positive effects
- Reconfiguring how things are done
- Breaking silos – service integration

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Moving forward

“Big society, Big opportunities?

Lots of expectations

Choices to be made in how to take policy forward

Important to learn from what has been done

Practical support

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