Social Enterprise and Public Service Reform: A Right to Request and a Right to Bid

Implementing new models across localities

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1. Experience of transition from policy to implementation of social enterprise delivery of public services:

- Lack of consistency in policy and policy promotion;
- Lack of consistency in implementation;
- Loss of replication benefits;
- Loss of cumulative knowledge and learning;

1. Experience of transition from policy to implementation of social enterprise delivery of public services: (2)

- Issue of ownership - the initial version becoming public property and public policy;
- Local procurement considerations.

2. A "model" is different to a "standard":

- Pilots can show feasibility;
- And obstacles (legal/practical); matters to replicate/change/leave flexible;
- Scope for variation/adaption in different localities is important;

2. A "model" is different to a "standard": (2)

- (e.g. differences in constitutional participation; existing structures and practice; impact of TUPE/pension issues; business plans)

- But developed models can save duplication within sectors/across sectors.

3. Models may be efficiently and cost-effectively replicated:

- Franchise-like licensing;
- Community partnership/joint venture development models;
- Social Enterprise model delivery vehicles - structures, constitutions, governance, business plans.

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