Spinning Out in Health and Social Care
12 July 2011

RBKC Youth Support and Development Service

Employee Led Mutual Pathfinder

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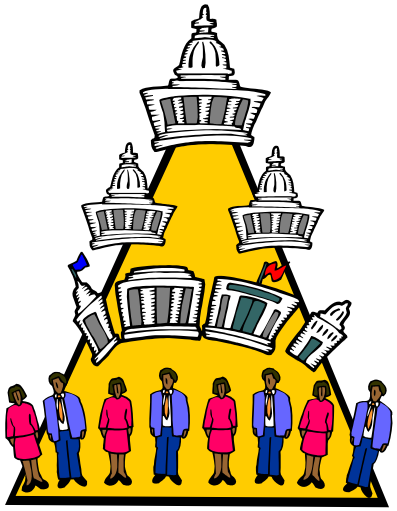
KENSINGTON
AND CHELSEA

RBKC Youth Support and Development Service

- 165 staff spread over several sites
- Integrated/multi-agency service
- Works with 4000 young people
- Budget of £6m 2011-12
- Well regarded/achieves outcomes

…….but mostly non-statutory and therefore vulnerable to cuts



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Project Aim

- Take service out of LA and form a free standing social enterprise/ELM
- Re-contract with LA at reduced cost
- Reduce overheads
- Identify other sources of funding

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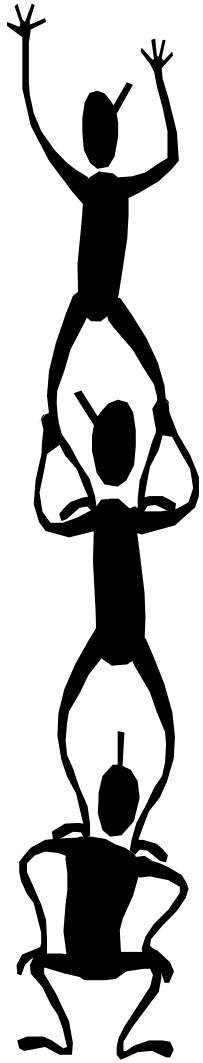
First steps

- Gained high level support for direction of travel
- Undertook options assessment
- Sought early indication from Council about what might be ‘on offer’
- Received strong endorsement from Chief Executive/Council Members



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What have we done so far?

- Outline business plan
- Project mgt team in place
- Risk analysis
- Business mentor in place
- Extensive research/accessed expert advise
- Staff engagement
- Consult unions

Key business risks/challenges

- Legal form (working assumption CiC)
- Contractual issues – wading through treacle in concrete boots!
- Finance - the size and length of the contract at point of opt out
- Staff T&Cs – pensions etc

Other risks

- ‘We don’t know what we’re doing!’
- Staff making the culture shift
- Losing the contract later
- Gaining access to other forms of capital
- Swimming with sharks

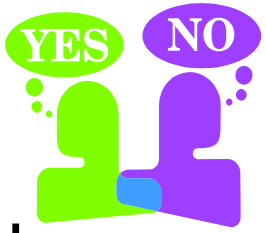
Biggest issue of all – staff engagement

- Shock tactics not enough – need to present compelling vision of the future
- Has to be led from the front – and you really have to want to do it!
- Communicate on all fronts
- Involve staff in planning
- Good idea to allow staff to vote on proposal

What we are doing now….

- Ongoing market research
- Talking to potential partners/investors
- Working on the ‘numbers’
- Redesigning services around themes that we know we can ‘sell’
- Creating a shadow board (inc service users)
- Acting as if we were already doing it

Not a done deal!



- Council needs to be convinced it is good use of public funds
- Business plan needs to stack up
- Staff need to vote in favour
- No political process in place – so we have had to design one

However.....

- Wind in our favour
- Momentum building
- Staff increasingly supportive
- Politicians and senior officers want this to happen
- What can go wrong??!!!!!

My contact details and website link

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http://www.communities.idea.gov.uk/c/8172439/home.do

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