Policy Review

Management briefing and professional training Programmes

Understanding Mutual and Social Enterprise Organisations

Public sector organisations in the UK must look at the option of using Mutual Organisation and Social Enterprise models as part of public service reform in this age of austerity.

This training package provides presentations on this subject from three leading speakers as well as back up documents and research to brief yourself and your wider organisation on this crucial topic.

This training resource has been designed specifically for you to be able to host your own briefing seminar with management, staff or policy makers on the future of social enterprise.

- **Designed for you to use in your own half day training seminar**
- **Leading presentations to stimulate discussion**
- **Authoritative and authentic content from people leading change.**
- **Links to the leading websites and information centres**
- **Key government policy documents Bullet Point**

Host your own half day seminar

Train your team
£150
Brief managers

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Research Index

There is an increasing focus in the media and from politicians on 'employee ownership', 'mutual ownership', 'co-operatives, and 'social enterprise'. The three main political parties have all supported these organisational models in some forms. Questions are being raised around how employee ownership can be used to give public sector staff greater ownership and control over their work, how services are delivered and how their organisation is run.

On 12th August, Francis Maude MP launched **pathfinder mutuals** in order to establish what level of support is needed to enable this organisation shift. To read the full statement, including the list of the pathfinders, please visit:
http://www.cabinetoffice.gov.uk/news/francis-maude-launches-pathfinder-mutuals

The **'Modernising Commissioning**: Increasing the role of charities, social enterprises, mutuals and cooperatives in public service delivery' Green Paper addresses what needs to be changed in the way that the state commissioners and procures. To access the full Green Paper please visit:
http://download.cabinetoffice.gov.uk/green-paper/commissioning-green-paper.pdf

The results of the consultation will feed into the Governments wider work to publish a wider 'Public Service Reform While Paper' in early 2011.

At Cabinet Office questions on 24th November 2010 Francis Maude MP explained that every department will put in place **"rights to provide"** for public sector workers to take over the running of their services for the full debate please visit:
http://www.publications.parliament.uk/pa/cm201011/cmhansrd/cm101124/debtext/101124-0001.htm .

Nick Hurd MP explains the importance of employee mutuals and social enterprise in achieving the **Big Society** and asserts that the **Public Services** (**Social Enterprise and Social Value) Bill** should not legislate for strategies at a national level to further promote localism. To view the full statement please visit:
http://www.nickhurd.com/content/public-services-social-enterprise-and-social-value-bill

The **Public Services** (**Social Enterprise and Social Value) Bill** aims to strengthen the social enterprise business sector and make the concept of 'social value' more relevant and important in the placement and provision of public services. The Bill had it's 2nd reading on 19th November 2011 where the House of Commons voted for the Bill to be sent to a Public Bill Committee that will scrutinise the Bill clause by clause. For up-to-date progress on the Bill and full details of the changes to legislation please visit:
http://services.parliament.uk/bills/2010-11/publicservicessocialenterpriseandsocialvalue.html

Leading organisations in the sector, including Local Partnerships, the Employee Ownership Association and Co-operatives UK, have come together to launch an information and support service for public sector workers interested in mutualisation. To access the **information service** please visit:
http://www.mutuals.org.uk/

Professional Associations

- **Local Partnerships**
  http://www.localpartnerships.org.uk/

- **Social Enterprise Coalition**
  http://www.socialenterprise.org.uk/

- **Co-operatives UK**
  http://www.uk.coop/

- **Employee Ownership**
  http://www.employeeownership.co.uk/

- **Social Business International**
  http://socialbusinessint.com/

Case Studies

- **Circle-** Circle is structured as a partnership of clinicians and other professionals. Being a partner means employees share in the ownership of Circle, with shareholder voting rights to help direct the company. For more information please visit:
  http://www.circlehealth.co.uk/on-leadership/partnership-model

- **Central Surrey Heath**- Central Surrey Health was established from the provider arm of the former East Elmbridge and Mid Surrey Primary Care Trust on 1 October 2006. For more information please visit:
  http://www.centralsurreyhealth.nhs.uk/

Pathfinder Mutuals

- An awarding body setting up as a mutual by a consortium of FE colleges;
- The London Partnership – creating a 'Reducing Multiple Disadvantage' Community Interest Company from a group of DH, LA, PCT and NHS staff;
- The Department of Health's London and SE Learning Disability Team forming a regional Community Interest Company;
- Hammersmith and Fulham Children's Services exploring new models of delivery with staff, possible commercial partners and neighbouring local authorities;
- North East Essex PCT spinning out into a Community Interest Company;
- The creation of a social enterprise for delivery of housing support services to vulnerable people in Mansfield, bringing together a range of public sector workers;
- The Lambeth Resource Centre exploring options for coproducing services with employees, service users and third sector organisations to provide rehabilitation support for people with physical and sensory impairment;
- NHS employees forming a social enterprise to provide joined up services for homeless people in Leicester;
- Teaching and administrative staff planning to set up a Trust to run Newton Rigg Agricultural College in Cumbria;
- The Royal Borough of Kensington and Chelsea working with employees to examine the potential for different models of employee led youth support services;
- Integration of Community Health and Adult Social Services in Swindon into a cooperative; and
- Westminster City Council working with employees in Children's Services and neighbouring local authorities to move towards creating an arms-length mutual organisation.

Useful websites

http://www.socialenterprise.org.uk/
http://www.socialenterpriselive.com/about-us
http://www.businesslink.gov.uk/bdotg/action/layer?topicId=1077475650
http://www.sel.org.uk
http://www.socialenterpriseworks.org/
http://www.mutuals.org.uk/
http://www.kellogg.ox.ac.uk/researchcentres/meob.php