Journey from Local Authority to Social Enterprise

Laura Davis, MD, Ways into Work
Andrea Biggs, CEO, Balance
How it all began…….

Passion that we could do more and much better as an independent organisation.
Aware of the direction of travel in the LA.
Driven by the need for flexibility to grow.

Laura Davis- ways into work
Persuading the LA

• Developed a clear business plan with a robust financial model.
• Promoted the successes of the service
• Engaged with key members and leaders
• Worked with the LA on cabinet paper

Laura Davis - ways into work
Choosing the Model

• Researching models
• Speaking to others who had already spun out
• Engaging with support agencies
• Speaking to the team
• Identifying who we needed around us to work most effectively

Laura Davis- ways into work
Ways into Work CIC

We decided to go for a CIC with an Employee Trust so 60% of the shares are owned by the team!

Moved out on the 1st March 2015
Challenges

Working on Local Authority time- Driven by Ways into Work at every stage.

Agreeing Data transfer /pension schemes

Understanding licence agreements, contracts and legal structures

Under estimated the cost of spinning out of the LA
Top 3 things to consider

• Do you have the right people around you to make this work?

• Do you have some start up money including legal fees?

• Are you prepared to take on responsibility for every aspect of the running of a business?
Has it been worth it?

Yes!!! It has been worth every grey hair, stress line and sleepless night.
Since moving out Ways into Work have won a further three contracts which we would have not been able to do as part of an LA.
Grown from 9 staff to 15 staff
Work more flexibly to the benefit of the people we support
Contact Details

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Through delivering excellent services, leading by example and influencing policy decisions, Balance will break down the barriers that prevent vulnerable people achieving their life goals.
May 2013 – Balance launches!
Where are we now?

- Supported Employment Teams
- Asperger Syndrome Team
- Supported Living Service
- Community Activities & Transport
- Residential & Respite Care
- Mediation Service
- Travel Training

balance
enabling independence
With growth comes complexity………

- TUPE
- Own Contracts and pension
- Terms and Conditions
- Pay Scales
- Multi-tiered
- Pensions
Has it been worth it?