

Contents

PART 01	THE SEARCH FOR ANYTHING NEW.....	1
	WHY NOW?	1
	CONTENTS OF THE GUIDE	2
	ITS AUTHORS	2
PART 02	STAFF MUTUALS	5
	WHAT THEY ARE	5
	STAFF INVOLVEMENT IN OWNERSHIP OR MANAGEMENT	5
	WHY STAFF MAY WANT TO FORM THEM	6
	WHY AUTHORITIES MAY WANT TO ENCOURAGE THEM	7
	WHY AUTHORITIES MAY VALUE THEM AS CONTRACTORS	8
	HOW STAFF MAY SET THEM UP	8
	THE SCOPE FOR JOINT MUTUALS	13
PART 03	JOINT VENTURES	17
	WHAT THEY ARE	17
	WHAT THEY ARE USEFUL FOR	18
	WHAT VEHICLE TO USE.....	18
	PREPARATIONS FOR BUSINESS	19
	CONDUCTING JOINT VENTURES' CURRENT BUSINESS	20
	SETTING UP JOINT VENTURES	22
PART 04	VEHICLES FOR DELIVERING INTEGRATED SERVICES	25
	THE TWO TYPES OF PARTNERSHIPS.....	25
	THE ESSENTIAL FEATURES OF EXECUTIVE PARTNERSHIP	25
	WHICH BODIES PASS ALL THE TESTS?	26
	THE DIFFERENT LEGAL INFRASTRUCTURES IN DIFFERENT SUB-SECTORS OF THE PUBLIC SECTOR	28
PART 05	SOCIAL ENTERPRISES.....	31
	WHAT THEY ARE	31
	BUSINESS, GRANTS, DONATIONS AND COVENANTS	31
	IDENTIFYING THEM	32
	CHARITABLE STATUS	32
	OTHER FINANCIAL ADVANTAGES	33
	THEIR APPEAL TO CLIENTS	33
PART 06	COMMUNITY GROUPS	35
	WHAT THEY ARE	35
	THEIR NEW ROLE.....	35
	THE BASIS FOR PROVIDING VOLUNTARY COMMUNITY SERVICES	35
	THE COST OF VOLUNTEERS' SERVICES.....	36
	THE COST OF THE OTHER RESOURCES.....	36
	THE PROSPECT THAT SERVICES MAY IMPROVE	37

PART 07	NEIGHBOURHOOD COUNCILS	39
	WHAT THEY ARE	39
	THE EXTENSION OF THEIR ROLE.....	39
	EXPRESSIONS OF INTEREST	39
	TRADING	39
	DELEGATION.....	40
PART 08	CONTRACTS WHOSE END USERS ACT ALSO AS CLIENT OFFICERS	43
	THE IMPACT OF INDIVIDUAL CHOICE ON SERVICES.....	43
	THE IMPACT OF INDIVIDUAL CHOICE ON SERVICE PROVIDERS	44
	AN IMPROVEMENT ON FRAMEWORK AGREEMENTS?	44
	WHETHER THE USE OF BROKERS ENHANCES THE BENEFITS OF INDIVIDUAL CHOICE	45
	SCOPE IN OTHER FIELDS?.....	45
PART 09	BIG CONTRACTS FOR SMALL SERVICE PROVIDERS	47
	HORSES FOR COURSES	47
	WHERE CONTRACTS REQUIRING BOTH SUBCONTRACTING AND P&R HAVE BEEN USED	48
	SETTING UP AND MANAGING CONTRACTS REQUIRING SUBCONTRACTING	49
	SETTING UP AND MANAGING CONTRACTS BASED ON P&R	49
	GETTING THE RIGHT AGENCY TO PAY	51
	WHETHER LOTTING WOULD BE MORE EFFECTIVE	51
PART 10	SERVICE PROVISION FUNDED BY GRANTS.....	53
	POWERS TO MAKE GRANTS	53
	DISTINGUISHING A GRANT FROM A CONTRACT.....	53
	ENABLING ORGANISATIONS TO DO MORE.....	54
	HELPING ORGANISATIONS TO CARRY ON.....	54
	THE MEANING OF FULL COSTS.....	54
ANNEX A	RESTRICTING THE AWARD OF CONTRACTS TO SPECIFIED TYPES OF BODY.....	57
	PURSUING SECONDARY OBJECTIVES	57
	HELPING THE NATIONAL ECONOMY BY BUYING BRITISH	58
	HELPING THE LOCAL ECONOMY BY BUYING LOCALLY	58
	SELECTING TENDERERS WHEN CONTRACTS ARE NOT ADVERTISED	58
	THE RIGHT WAY TO TARGET THE MOST PROMISING TENDERERS	59
	ACHIEVING OBJECTIVES BY MAKING GRANTS.....	59
ANNEX B	CHECKLIST OF COSTS.....	61
ANNEX C	CHILDREN’S SERVICES	63
	ENGLAND	63
	WALES	66
ANNEX E	EDUCATION.....	69
	ENGLAND AND WALES.....	69
	SCOTLAND	73

ANNEX G	THE GREATER LONDON AUTHORITY	75
	WHAT IT IS.....	75
	ITS POWERS AND DUTIES.....	75
	DELEGATION.....	75
	TRADING.....	76
	THE FUNCTIONAL BODIES.....	76
ANNEX N	THE NHS	77
	CONSTITUTIONAL STATUS AND POWERS.....	77
	DELEGATION, TRANSFERS AND SECONDMENT	78
	CONTRACTS BETWEEN NHS BODIES	78
	JOINT COMMITTEES.....	79
	VALUE ADDED TAX.....	79
	THE NHS IN ENGLAND	80
	THE NHS IN SCOTLAND	86
	THE NHS IN WALES	87
ANNEX P	THE POLICE SERVICE	91
	ENGLAND AND WALES.....	91
	SCOTLAND	95
ANNEX S	SOCIAL CARE.....	99
	DELEGATION OF SOCIAL CARE FUNCTIONS TO NHS BODIES.....	99
	BUDGET POOLING.....	99
	INTEGRATED CARE TRUSTS.....	100
	THE INTERFACE WITH CHILDREN'S SERVICES IN ENGLAND	100
ANNEX T	PASSENGER TRANSPORT	103
	ENGLISH PASSENGER TRANSPORT OUTSIDE LONDON.....	103
	PASSENGER TRANSPORT IN GREATER LONDON	104
	PASSENGER TRANSPORT IN SCOTLAND.....	106
	PASSENGER TRANSPORT IN WALES.....	107
GLOSSARY	109