

Taking back entrepreneurship

Neil Barnett (Leeds Beckett) Mo Baines (APSE)
Steven Griggs (De Montfort) Paul O'Brien (APSE)
Stephen Hall (West of England)
David Howarth (Essex)

Navigating the future

- Story of doom:
 - prospect of perma-austerity;
 - demise of central funding;
 - divesting of services;
 - race to the bottom to attract business...
- But, alternatively, a renewed spirit of municipal entrepreneurship.

Ensuring council and the new municipalism

- APSE's long-term engagement in support of municipal entrepreneurship – see 2012 report.
- Not simply a 'cloak' for commercialisation (trading and charging), but neither evidence of the breakdown of public service ethos.
- Rather, it is a crucial ingredient in local government's stewardship of place and community.

Take back entrepreneurship

- Means of protecting core in-house services; delivering local economic development and intervening in markets; developing skills and opportunities; advancing social justice and sustainable development.
- Commercialisation that couples income generation to service improvement, market intervention, support for local suppliers and so on.
- In other words, entrepreneurship with a purpose.

Tackling the Klondike economy by working with local suppliers to keep the local pound in the local area: 'we have some 300 contractors working for us [...] and we are giving them £17million's worth of business.'

Addressing market failure – initiatives to 'de-risk' for example the local housing market; entering into the market to 'keep' employment buildings or to build low cost housing

Using community benefit clauses

Market intervention

Preparing the ground

Two core questions:

1. Managing expectations of increased flexibility;

2. Rethinking budgetary logics and where the money goes.

Ensuring municipal entrepreneurship

Keep public value at the forefront of your thinking.

Facilitate a culture of challenge – support the work of ‘puzzlers’.

‘There’s no need for a sledgehammer’.

Relationships with stakeholders matter.

Understand and manage risk.

Upskill the workforce and build core capacities.

Conclusions

Entrepreneurialism within the ethos of the ensuring council is part of the new municipalism.

But, it is, and will remain, entrepreneurship for a purpose.

Tools for stewardship of place and community.

‘we wanted to be masters of our own destiny [..]rather than have it done to us by central government cuts...’