



■ **PlanB:**Leadership for Change

This is a defined and tested process that will enable your organisation to develop appropriate responses to our challenging environment. It presents participating organisations and partnerships with the opportunity to harness their capacities to deliver greater social and economic value from their combined resource and asset base.

What we do

FSquared helps organisations generate and deliver social value. We support our clients to embed social value in all their activities and to re-frame business practices around responsible and sustainable strategies that release social value, and inspire a culture of ethical leadership throughout their workforce.

We support our public sector clients to get more social value through developing, implementing and measuring the success of policies and strategies that generate sustainable community benefits.

We support our private sector clients to deliver more social value through creative and innovative approaches that are built on listening and responding to local need and proactive engagement with local knowledge and distinctiveness.

We support our clients to consult, listen, and involve their stakeholders and communities in a mutual process of capacity building to realise their shared needs and aspirations.

Our defining principle is that social value is delivered to the benefit of our clients and their partners, communities, and supply chain. We deliver solutions that respond to environmental, social and economic issues in integrated ways that make a real difference to people's lives.

Who we are

The FSquared Group comprises:

- The **FSquared Consultancy**: a for profit company with a strong social mission
- The **FSquared Association**: a not for profit organisation, aimed at inspiring creative thinking and at prompting exchanges between people who share our belief in ethical behaviour in the workplace and in the market
- The **FSquared Foundation**: a charity that aims to prevent and reduce poverty through making the most of the resources and increasing the impact of organisations that work to make a difference to people's lives. The Foundation is funded with charitable funds, through **FSquared Trading**, which gives it 100% of its profits and through the consultancy, which donates 10% of its pre tax profits to the Foundation's activities.

Creating sustainable community benefit from investment, development, procurement and corporate citizenship requires strong ethical leadership, and supporting that approach is at the core of our relationships with our customers. An ethical approach means that business is never 'just business', and we aim to raise the bar on quality, innovation, partnerships, leadership, professionalism, and procurement, and to stimulate market demand for building choice and social capital.

Our Shared World



FSquared is a company that helps organisations create and deliver the maximum social value from their activities. Strong leadership is required to create social and public value from asset management, investment, procurement and commissioning. We facilitate and support the development of ethical leaders in our sectors.

However hard things are, there is an opportunity for the public sector and its partners to develop sustainable business models that will deliver very real social value. We bring a private sector perspective to identifying and embedding social value in partnerships, investment structures, delivery mechanisms, and community services. The challenge for the public sector is to drive out as much value (economic and social) from its resources (people and assets) and its partnerships (public and private).

The financial shock of the recession is having a profound social impact, and the public sector now faces a complex set of drivers to manage these impacts. Budget cuts mean that it will need to forge new collaborations and structures to deliver greater social value. If managed properly, this process should offer new opportunities for radical innovation and change, which can offer security for those groups within communities who need it the most, rather than put them at greater risk. The Public Sector must find new investment models and service delivery solutions to old social problems. Recession has always been a major driver of change in the private sector; there is now an opportunity (and a need) for the public sector to respond to this financial challenge in a similar way.

Our experience in supporting major private sector infrastructure bids and embedding corporate responsibility within large companies tells us that savings can be made by collaboration and financial partnerships, driving efficiencies through procurement systems, establishing parity in the market place between public and private sectors, and better management of strategic functions to deliver productivity and output.

There are new and exciting approaches also, such as Total Place and Social Impact Bonds, which look at investment and asset management in different ways. These offer the potential for a new set of partnerships between the public, private and third sector to deliver public value, social impact, and a more sophisticated return on investment.

Process



Our 'Changing Markets' programme is grounded in our combined public and private sector experience. We have designed it to help you:

- move your organisation through a recognition of our current reality and identify its opportunities
- help you and your partnerships understand complex, interrelated, and competing demands
- help develop innovative solutions, owned and championed from within your staff groups, partnerships, and communities,
- take those ideas to business case and beyond in a short time period

'Changing Markets' is based in recognised and respected models and tools, and is delivered by experienced FSquared facilitators and expert associates. It has at its heart the belief in the power of people and social value to successfully mediate the impact of the recession and financial shock on those who need most protection.

We propose the following delivery process:

Information (Stage One):

To know and understand the challenging nature of legislative requirements, emerging policy initiatives, and market trends. We will deliver this through presentations, briefings, learning tours, and exploratory discussions. Topics for Stage One might include:

- Big Society
- Total Place
- Social Measurement
- Alternative Investment and Business Models
- The Equality Act

Inspiration & Exploration (Stage Two):

To use the knowledge gained to identify challenges and opportunities and to develop creative responses that prepare for positive change. We will deliver this using a range of recognised facilitation models, including:

- Open Space Technology
- World Café Conversations
- FSquared's Boot Camp or Retreat models
- Creative Thinking Techniques

Application (Stage Three):

To define which responses can deliver benefit and shape sustainable responses. We will use the Social Inclusion Success Matrix as the starting point for this, and the Social Inclusion Business Case Tool to generate and appraise outline business cases. We will also work with you to identify the appropriate measurement and impact tools, such as Social Return on Investment and Social Audits.

Our recommendation is that Stages One and Two are delivered over one continuous period. This may be two or three consecutive days; but we advise that it has greater impact as a residential event.

It is possible for the Programme to be delivered as weekly or monthly components over a longer period. The principle of retaining the same group from start to finish is vital, whatever the delivery method model chosen.

Scope



Experience tells us that this is an iterative process, and we will tailor each package to your needs, and develop a costed proposal accordingly.

Contact Details



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