

A word cloud on a blue background with a thick orange curved line on the right side. The words are arranged in various sizes and orientations. The most prominent words are 'Social Enterprise' in large yellow font, 'Communities' in large yellow font oriented vertically on the left, and 'Northumberland' in large orange font. Other words include 'Vibrant', 'Public', 'Promoting', 'Services', 'Jobs', 'Economy', 'Delivering', 'Profit', 'Employment', 'Benefit', 'Transform', 'Increase', 'Local', 'Enhanced', 'Current', 'Vibrant', 'Contribution', 'Enterprise', 'Regenerating', and 'Change'.

Communities
Change
Transform
Benefit
Profit
Employment
Vibrant
Enhanced
Northumberland
Public
Local
Increase
Social Enterprise
Regenerating
Services
Current
Vibrant
Profit
Jobs
Enterprise
Promoting
Economy
Delivering
Contribution

A Manifesto for Social Enterprise in Northumberland

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Social Enterprises have a particular ability to understand and to address needs and problems in ways that are effective, socially inclusive and sustainable for the economy, society and the environment. They often engage with, train, develop, support and/or employ individuals who are furthest from mainstream employment opportunities because of disadvantage, rural isolation or lack of opportunity. Social enterprise provides an alternative business model that is attractive to those who want to make a positive difference to society and can fill gaps in the local economy that are of little or no interest to profit-driven enterprises: for example, training and preparing young people for the world of work, manufacturing local produce and the running of a village shop or the provision of communal transport facilities in remote and rural areas.

The impact of their market-driven work and valued-led approach has a ripple and legacy effect that results in social action, inclusion, co-operation, a sense of duty and a renewed engagement with the democratic process. Social Enterprises are fuelled by a passion and are at the heart of creating enterprising, can-do communities. They often work in partnership with a network of other organisations that they have developed in their area, realising shared community goals.

Northumberland has some huge impending issues ranging from a reduction in public spending to prohibitive costs of transportation, an ageing population and the loss of young people from the County. In order to address these issues (and many more) we need an approach that combines the goodwill and collectivism of the community with a sound financial model.

For example if we see youth as an integral part of the social economy's future and engage and nurture a pool of young talent and young leaders in the social enterprise sector this will accelerate the growth and activism of social entrepreneurial work and enable more young people to stay within the area. Social Enterprise also makes a significant contribution to economic regeneration in the county; it provides the facilities that nurture business growth in our high streets and rural communities and contributes to the tourism offer for Northumberland in festivals, events, services and products.

This is what Social Enterprise can offer and this Manifesto will identify what communities of place, interest and identity, public sector, private sector, strategic partners and social enterprises themselves must do to turn this potential into reality.

What is 'Social Enterprise'?

The term “social enterprise” is, in reality, more of a verb than a noun – it is a way of doing things that is common to many types of voluntary and community organisations – not just those which describe themselves as such.

Socially enterprising organisations generally have clauses written in to their constitutions which make it clear that the fundamental aim of their business activity is to pursue social and environmental goals, rather than to enrich its founders, directors or shareholders – as is the case in the private sector. This can include the establishment of what is known as an 'Asset Lock': a clause that ensures that most (if not all) of the profit generated by the business activity of a social enterprise is reinvested for the ultimate benefit of the community. Asset Locks make social enterprises different from commercial businesses which carry out some form of philanthropic activity as part of its 'Corporate Citizenship' policy, or to give money to charity as part of a 'Corporate Social Responsibility' programme.

For many years, charities and other voluntary and community organisations have managed this juggling act through developing trading subsidiaries selling goods and services where surpluses are used to support the organisation's social and/or environmental objects.

So, social enterprises can come in different shapes and sizes and be constituted under different legal forms including: companies limited by guarantee, industrial and provident societies, and community interest companies. Many of them are also registered charities and/or describe themselves as, for example, development trusts, cooperatives or social enterprises. What's in a name? Well, however the organisation is constituted or describes itself, socially enterprising organisations have in common a key set of values which affects their practices in such a way that they ultimately inject resources of money, people and ideas to benefit the community.

What must Communities do to enable Social Enterprises to thrive?

The world is changing at a rapid pace and this change is being thrust upon us. How our communities respond and adapt to change will shape their future. Gone are the days when we can expect others, and particularly government, to make things happen. These days, nothing will happen unless we all lend a hand to help move things along.

- Get involved, the social enterprise sector is making a difference on the ground and needs people who can help it grow. Consider how your skills, experience, assets or resources could be effectively used in your community (Give more, you get even more back).
- Community shares are a way that social enterprises can be initiated, supported and grown. If the community is receptive to this market a whole new avenue of finance will open up to making things happen on the ground.
- Use and support the social enterprises that are initiated. Many initiatives will operate where there has been market failure and will be at the margins of financial sustainability can bring strong benefit to the community. Many individuals clamour for the preservation and expansion of local services and express a need in their community for new initiatives – just as much vitality needs to be invested by these individuals in supporting the endeavours of social enterprises when they are in operation.

What must Social Enterprises do to enable Social Enterprises to thrive?

In order to realise the dreams and aspirations of our communities, social enterprises have to step up to the mark and understand the needs of their customers – social enterprises are businesses and if they don't deliver they will close.

- Develop a strong **customer focused** business model to attract investment and deliver sustainability
- Be open to **new forms of investment** including equity, explore joint delivery with others SE/Private/Public to win contracts and achieve appropriate market solutions
- **Capture the added value** social enterprises create. We cannot say how wonderful social enterprises are if we cannot prove it; however the method of measurement has to be both accountable and appropriate, otherwise we will spend more resources measuring than doing
- **Stick to our core values**, communities will disengage if we don't deliver on our social objectives
- Social enterprises should **support the growth of the emerging social economy**, and all the key players within it: social entrepreneurs, corporate executives and investors.
- **Govern ourselves well**. Social enterprises are under more scrutiny than normal businesses because people have invested their faith in them and a sense of ownership – this must be respected.
- Social enterprises should **engage and work with other sectors** to explore opportunity and encourage collaboration.

What must the Private Sector do to enable Social Enterprises to thrive?

The private sector thrives in sustainable confident communities, social enterprise will be key to providing this vibrancy and life within our communities both now and increasingly in the future – therefore it is fundamentally in the private sector's interest that social enterprise is active and well supported.

- Identify the strengths of collaboration with Social Enterprises; this may be in securing the public benefit elements of public sector contracts or enabling a reach into communities that would not otherwise be viable.
- Engage social enterprises to provide appropriate elements of the private sector supply chain
- Provide expertise to social enterprise development through pro-bono support.
- Encourage private sector engagement with the promotion of social enterprise through sponsorship of activity
- Engage larger employers with social enterprise through corporate social responsibility programmes – including schemes such as employee supported volunteering
- Encourage private sector people to make a contribution to social enterprise by becoming trustees of boards.

What must the Public Sector do to enable Social Enterprises to thrive?

The most important thing that the public sector can do to support social enterprise is to really think about how it spends its money and what value this is bringing to the people of Northumberland.

- By supporting public agencies in Northumberland to commission and procure from organisations which prioritise creating positive social and environmental impacts alongside financial returns; we can achieve a public sector which not only delivers on time and on budget, but which also empowers communities and creates social change. The Public sector can do this by endorsing and promoting the new Public Services Act 2012.
- Maintain a dialogue with social enterprises as key innovators; if budgets are challenged, can we co-produce solutions and create new models of delivery that are sustainable and derive additional community benefits? Sharing assets of buildings, people and ideas will help produce innovative solutions.
- The Public Sector in Northumberland should adopt a policy of drafting all its future contracts for goods or services so as to maximise the Social and Environmental benefits these contracts may bring. Strong, robust, legally enforceable Community Benefit Clauses should be written into future Council Contract and Tender Opportunities.
- Ensure policies actively support social enterprise development, for example, asset transfer, rate relief, neighbourhood planning.

What must Strategic Partners do to enable Social Enterprises to thrive?

There are a range of partners who could have a significant impact on this agenda, some of them share a social enterprise ethos such as housing associations, leisure trust , and Arch the Northumberland Development Company to name a few. This is not necessarily about doing things to or for social enterprises but helping to create the environment where social enterprises can do it for themselves.

Social Enterprise Activity in Northumberland

We are not starting from scratch, we have some real firm foundations to build on. The case studies that follow provide some real life examples of what is already happening in Northumberland to demonstrate what is possible and these will also inform future developments to create an environment in Northumberland where social enterprise activity can flourish.

1

Humshaugh Community Shop Safeguarding a local service



The community of Humshaugh took over the ownership and running of the local village shop into community hands when the private owners wished to retire and were unable to find a buyer. By purchasing the shop the community provided long term security to a valuable community resource that provides genuine positive social, economic and environmental impacts.

The shop has been remarkably successful, managing to increase opening hours as well as increasing product range. Other benefits include:

- Helps to sustain a rural community by preserving and encouraging a sense of community and identity for Humshaugh and the surrounding area.
- Residents and visitors, as well as younger, older and disabled people, have readier access to goods, the means of healthy eating and other services. This is especially so for those without private transport, (who depend on very limited public transport),
- The service is year round and a lifeline service in times when road access is ill advised.
- Local produce is marketed through the shop. This encourages and sustains local production contributing to the reduction on food miles and impact on the environment.
- More of the wealth of the community stays within it, as any profits left from the shop, after reinvestment, can be used to help other community projects

To find out more please visit www.humshaughshop.co.uk



2

WATbus

Providing Variable income streams

WATbus is a community transport organisation based in South East Northumberland operating a fleet of minibuses for use by all voluntary and community groups and individuals across Northumberland, Newcastle upon Tyne, North and South Tyneside and Gateshead.

In 2010 in order to broaden its sources of income it developed wholly owned trading subsidiary called WATbike.

WATBike is aimed at opening up Northumberland for cyclists. By linking up a minibus with a bicycle trailer, WATBike provides easier and affordable access to the National Park and Northumberland's Area of Outstanding Natural Beauty (AONB).



As well as addressing important environmental issues by reducing vehicle emissions, cyclists can travel in groups instead of cars and be picked up at their destination taking the hassle out of organising cycle trips and giving participants the option of a greater variety of routes to suit all abilities ranging from leisure rides to serious distance training.

To further compliment the initiative, WATBus linked up with leading sustainable transport charity Sustrans to provide organised tours with access to Ranger Guides, the use of bicycles, maintenance workshops, driver and trailer training and cycle proficiency training.

To find out more please visit www.watbus.org.uk



3

Kielder Limited supporting local tourism economy

Kielder is one of England's remotest communities and the closure of the Fuel Station in 2008 was a serious blow having a significant impact both to the sustainability of the local community but also to the sustainability of the 25 year investment plan to transform Kielder Water and Forest Park into Europe's premier water and forest experience (delivering an additional £31 million into the local economy and 500 new jobs in the next 10 years through local business development). The nearest alternative was 19 miles away and predominantly open Monday to Friday 9 till 5.



The local community run a regeneration charity called Kielder Limited which in the past had looked after the garage as well as some community transport, managed some workshop units on behalf of the local authority and runs the local camp site. The idea of developing a fully automated fuel station was developed and in early 2012 the station finally opened, which is the first such facility run by the community in England

Beneficiaries of the facility include:

- Local people have access to an essential facility taken for granted by most others.
- Annually Kielder Water & Forest Park has 300,000 visit days of which 60% travel from outside the north east of the country and there are plans to increase these numbers to 500,000 by 2014 and 1 million by 2019. 98% of visitors arrive by car.

To find out more visit <http://www.kieldervillage.com/index.php>



4 Lynemouth Community Trust providing employment

Set up in 1998 Lynemouth Community Trust addresses serious issues affecting its community including a lack of employment and training opportunities, limited access to public transport, and generally low community aspirations. It seeks to excel in delivering in regeneration projects and community engagement.

Over recent years the Trust has focussed on developing strategies that will both provide an ongoing self generated income for the Trust and also provide employment for the local population with unemployment statistics in the village generally running far ahead of local, regional and national comparisons.



In order to do this it developed a Community Café before forming a trading arm called Trust in the North. The trust have gone to great lengths to establish a brand of artisan products sold under the name “Kenspeckle” which are produced by hand from the finest ingredients catering to the growing market trend of viewing confectionery as a premium, indulgent and adult product.

As a result employment within the Trust has risen to 12 and has made it a significant employer in Lynemouth

To find out more visit www.lynemouth.org.uk



5

Glendale Gateway Trust nurturing businesses



The Glendale Gateway Trust is at the centre of the regeneration of the rural community of Glendale in North Northumberland, providing and encouraging practical, deliverable and economically viable projects that make a significant contribution to the improvement of the quality of life of its residents.

The Trust has taken an enterprising approach in establishing a capital asset base and a significant income stream which now sustains the core costs of the Trust.

The main areas of social enterprise are:

- Ownership, development and leasing of affordable housing
- Development and leasing of High Street retail business premises
- Management and development of a local Youth Hostel
- Management and leasing of a community resource centre with business space

The Trust was recently awarded the national 'Action for Market Towns' 2012 award for its partnership working with the local authority in taking a creative approach to delivering services sustainably including library and TIC services.

To find out more visit <http://www.wooler.org.uk>



6

Hexham Farmers Market nurturing businesses

Hexham farmers Markets is a members organisation who are primarily local and small producers across the county and indeed the north of the region. Members include not only farmers but arts and crafts producers and many others.



Like farmers' markets all over the world, Hexham Farmers' Market gives visitors an opportunity to buy food, drink and some other products straight from local producers and provides producers with the opportunity to sell their produce without the need for an expensive retail outlet. Producers provide fresh, seasonal local products with most of of he them coming from Northumberland, Cumbria and County Durham.

As a certified market it is operated under strict guidelines: all producers come from within 50 miles of Hexham. They will have grown, reared, caught, brewed, pickled, baked, smoked or processed the produce themselves. For products that are substantially changed it is expected that a high percentage of locally grown content is used, so, for instance, for plum or strawberry jam, it is expected that the strawberries will have been grown within 50 miles of Hexham and for bread the flour will have been produced within that same radius.

To find out more visit www.hexhamfarmersmarket.co.uk



7

Stocksfield Community Association Community-led development in Northumberland

Stocksfield Community Association is leading a pioneering housing project in this Northumberland village. Working in partnership with Isos Housing, a 12,000 home association based on Tyneside, the community-led development will provide seven much-needed new homes for rent by local people.

The community association, which has 300 member households in the village, has set up a wholly owned social enterprise to deliver this and other community development projects in the village. It has close links with the Parish Council and is being supported by Social Enterprise Northumberland.

The Government is keen to see local communities take the lead in providing new affordable homes for local people. £364,000 of Government grant is being provided through the Homes and Communities Agency's Affordable Homes programme and this is one of the first community led schemes to be approved in the country.

The community association, which is not intending to register with the Homes and Communities Agency, will buy the land and lease it to Isos, which will draw down the Government grant and build the homes. The two organisations will draw up a partnership agreement, setting out how the new homes will be designed, managed and maintained. There will be a clause in the agreement which gives the community association the option of taking over the ownership of the scheme at some point in the future.

Money spent on site purchase is to be recycled within the village, to improve the local cricket club pavilion and provide new facilities for young people.

This is the first time that a genuinely community-led, non-profit housing scheme has been built in this part of Northumberland and the first affordable rented homes to be built in Stocksfield for more than two decades. It will put the village on the national housing map and meet a really pressing local need.

**To find out more please contact SCATA (Stocksfield Community Association Trading Arm)
Norman Hooks njchooks21@talktalk.net or Pete Duncan p.duncan@which.net**



What next

We would welcome your views on this document and about Social Enterprise in general. Please visit any of the following websites to access a questionnaire to gather views.

www.connect4change.co.uk - connect4change (c4c) is a new partnership, formed in 2011, initially to oversee the provision of voluntary and community sector support services in Northumberland, from October 2011 to March 2014

www.fondt.org- The Federation of Northumberland Development Trusts (FONDT)

www.ncc.gov.uk – Northumberland County Council

Action Plan

In order to deliver on the Manifesto a clear action plan that identifies what needs to happen to ensure an environment where social enterprise can flourish in Northumberland needs to be produced. The Action Plan will be developed by the existing partnership that encompasses all sectors and will engage widely with stakeholders to inform the content. The partnership will be holding events to ensure wider input to the Action Plan and a draft will be produced and available on the three websites from Mid November 2012 to enable further wider input.

The Partnership will then report back in January 2013.

The Partnership

The development of the Manifesto and the Action plan is the result of a co-production exercise managed by the following people and organisations:

David Buckle	Glendale Gateway Trust – (Chair)
Liz Chadwick	DAWN advice
Tony Kirsop	Social Enterprise Northumberland
Andrew Gooding	Federation of Northumberland Development Trusts
David Lodge	Federation of Northumberland Development Trusts
Bill Tarbit	Federation of Northumberland Development Trusts
Pete Duncan	Connect4change
Hannah Garrad	North East Social Enterprise Partnership
Kirsten Francis	Northumberland County Council Policy Team
Julie Parkinson	Northumberland County Council Procurement Team
Tony Chapman	Durham University
John Mawson	Institute of Local Governance

