

A Manifesto for Social Enterprise in Northumberland

Survey Results

Number of completed surveys: 10

What must communities do to enable social enterprises to thrive?

STATEMENT 1.

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).

What needs to be done to make this happen?

- More quick and easy/accessible ways of sharing what is happening and going on and highlighting any problems that are being encountered by people/businesses, so that others and people with the right expertise, assets which could be used or recycled or key knowledge, can be involved in a timely fashion.
- Community wide engagement. Benchmarking once targets are identified. Clear leadership.
- We are now 1.5 years into our social enterprise and really feel it is thriving. We've got a lot of new experience and are willing to join network meetings. 2. We have a 12 meter square room (capacity of 100 sitting), with a screen, projector and WiFi) based in Bedlington which we are happy to offer for the benefit of the Social Enterprise Sector growth. We also have our own mini-bus which we can offer on a mileage only rate for short trips. 3. Our team have a fantastic diverse skills set and we are very effective in delivering creative workshops and bespoke residential (eg. That's Life on independent living). We always think BIG and would be more than happy to partner projects especially around linking communities with schools and families. We have done a lot of partnership work in the past that has really worked. 4. We are heavily involved with the NCS Northumberland (National Citizens Service) - a programme for 16 - 17 year olds. Part of the project is to carry out Social Action project. Last summer they created a magnificent community garden for Leading Link with funding from Sita but the workforce from these NCS participants. Happy to talk to anyone who feels they have a community project they would like this group to be involved in. 5. We are presently part of a working group which includes Newcastle University to bring a regional conference to our region looking at Children's Zones (looks a little like the Extended Services model). This is happening in Easter 2013 and would be very happy to circulate updates and information on this as and when plans develop.
- Asset mapping. encouraging and supporting individuals/groups to feel able to take opportunities.
- I have skills in entrepreneurship, leadership and problem solving with public, private and charity sectors, and using this to commoditise, lead and grow the organisations into stable, successful enterprises. To do this effectively I need to clearly understand the structures, outcomes, pathways and accountabilities of stakeholders.
- I already work for a social enterprise.
- Grow existing social enterprises rather than create lots of new ones. Establish a Social Enterprise Community Leaders Programme. Promote existing successful SEs more widely as good practice exemplars. Create and maintain an accessible Directory of Northumberland Social Enterprises, with a short case study of each. Focus on business-oriented community volunteering. Create a SE volunteering pool in communities.

- Firstly information - people need to know where and how to get involved and what the implications of involvement are. I think the pathways are different for those who intend to develop new enterprises, as opposed to those who will get involved in supporting existing enterprises. Involvement is impeded by lack of time, knowledge and confidence so it is important to find lots of easy ways to get people to make a first commitments. Traditional methods of getting involved tend to attract people who like that type of involvement. I think that widening involvement implies looking for innovative methods to engage different sections of the community.
- Use it or lose it campaign website that gives people info, case studies, debunks, etc.
- Engage people to volunteer. Identify Volunteering opportunities. Match skill sets of available volunteers to the needs of social enterprise organisations . Make connections between social enterprise organisations to share people and resources.

STATEMENT 2.

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.

What needs to be done to make this happen?

- The share value needs to be set at a high enough level to make it worthwhile, if this is the main driver, or shares tied to more community work or initiatives where this is a better driver/influencer.
- Probably for a more sophisticated area! Certainly worth the explanation as a way to provide, once ambitious targets have been identified.
- A Northumberland skills data base would be great. Cultural Ambassadors works in a way that they have a general membership with deliverers of performing arts and cultural arts. If you need an artist in a particular area, you just enter on the blog and deliverers can then contact direct. 2. Projects people are working on. Is there a way of pooling this information and then if someone is going for funding they could contact others to either feed in to their bid or become a partner. 3. Some kind of social enterprise vehicle to showcase successes around the region. If we have hard evidence of the impact from Social Enterprises then funders and the community would be much more receptive. 4. Some organisations lately are calling themselves social enterprises to try and avoid tax and/or gain funding. This does a lot of damage to the rest of us and so if we had some kind of quality mark and validate real social enterprises with the check list being very public it would be great. It would need some kind of 'whistle blowing' policy with potential to be removed from list. Harsh I know but I'm afraid it only takes a few to start negative views of social enterprise.
- Need to have good examples of how this works and not just the example of the prison.
- Careful advice regarding enterprise structures, better understanding of regulation regarding community shares, appreciation of the limitations of community share schemes. Wider appreciation across the region of Ind & Prov societies, especially within the public sector. EOIs and ITTs must be shaped to reflect and welcome new and innovative structures of governance and finance. Do service commissioners understand community share schemes and what implications they can have for organisational structure, ownership and management?
- Set up a Northumberland Community Shares programme. Promote community shares for established SEs with income generator projects. Run a training programme on community shares for communities and SEs.
- Put a lot of backing into a share issue in Northumberland where the organisation is prepared to be in the spotlight. There is funding available to support this for the right projects. Get the

media on board at the start - the county's PR section should be able to manage this. Tirelessly blog and tweet about it. I think there are lessons to learn from the Hudswell pub in North Yorkshire - particularly around making a share issue a "whole community" project and not just one for those with cash. Hudswell found loads of ways for people who could not or chose not to buy shares - so that almost everyone in the village contributed something.

- Info on community shares needed - role for website.
- Organise workshop on the pros/cons of community shares and how they can add value to an organisations delivery. Liaise with Co-Operatives UK Community Share Officer to disseminate best practice.

STATEMENT 3.

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 needs to be done to make this happen?

- I think sometimes, too many people who clamour for the preservation and expansion of services don't even use them, but are quick to moan when they are disappearing, so when they don't get involved they only have themselves to blame. There has to be a real need for the enterprise, whatever it is and whether it is a social enterprise or not, otherwise it will just falter and fail.
- Education, certainly in my area which historically has never had social enterprise delivery models. It was a difficult sell to the community to get one started.
- Support network. 2. Group publicity sharing costs of printing 3. A skills bank of SE's that others can support by requesting partnership work and shared funding from this group first.
- behind the scenes, technical, realistic and creative support.
- Social enterprises need to be marketed effectively and should work to communicate not only the goods and services they offer but also their ownership and operating models. If the public is unaware of the social nature of an enterprise why should they support it over any other enterprise?
- Set up a Northumberland 'Sticky Money' initiative, to help stop money leeching out of communities and undermining local economies. Encourage existing SEs to work in partnership with the local authority on delivery of social welfare services, sharing the risks. Promote learning events in communities which learn from SE failures as well as successes.
- I think it is about clear messages to people establishing social enterprises about identifying their market. Social mission and working in areas of market failure are extremely important but in the end will not benefit the local community unless the enterprise is viable. Too often assessment of community need is confused with market research. Many people express an interest in preservation and expansion of local services with no intention of using them regularly - they just see them as a good thing. So I think there is a key issue about genuinely testing out an idea at the start to identify a potentially viable business model. Once enterprises are up and running, it is more difficult. Clearly it is possible to market the mission and to use existing customers who buy into the mission to spread the word - but it will only work with people who actually want the product or service. Other alternatives could be tapping into wider, possibly more affluent, markets, changing the product or service to make it more financially sustainable or looking to form consortia or marketing co-ops to trade more widely or bid for larger contracts.
- Link to support that is available, locally, regionally and nationally Support for Governance to understand SE and the behaviour and attitudes that make SE approach work.

What must social enterprises do to enable social enterprises to thrive?

STATEMENT 4.

Develop a strong customer focused business model to attract investment and deliver sustainability.

What needs to be done to make this happen?

- Depends on the product, model and service, comes down to knowing your customer and market research.
- It's the 'customers' who are running the businesses in a lot of cases! Its competent management most need.
- Mentioned in previous statements.
- Good training.
- Evidenced engagement, willingness to take risks from public sector to facilitate community.
- Social enterprises need to receive effective business development support. SE staff and volunteers need to ensure that appropriate skills are available. Customer focussed business models don't attract investment, they attract customers. It is the customers and the associated cashflows that attract investment. If businesses have the appropriate skills and are market orientated they will be sustainable.
- Promote and support community-focused business planning by SEs. Move SEs away from grant dependency to a more self-sustaining business model .
- Some of the things would be: access to business advice at all stages of business development, support for peer learning, collaboration and consortium development, training and on-going personal development for staff and board members. Open and receptive public sector keen to consult, collaborate with and contract with the social enterprise sector.
- Make sure the right business support is available, help organisations to look at current position and decide what kind of organisation they want to be. They might rather return to being local, community driven, volunteers not paid rather than looking at service provision. Need help to look at the future objectively based on what their purpose is, not overly skewed towards how do we keep paid staff.

STATEMENT 5.

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.

What needs to be done to make this happen?

- This area, we have noted that quite often, it's the larger enterprises, public or third sector, that have the capacity and expertise and they should use these to take the lead and involve other smaller social enterprises, sharing their knowledge as part of the process each time. We speak to many enterprises and not just social enterprises, but fledging and established businesses too, who complain that a contract/tender is either sewn up, that it will go to vonne or somebody and they have no chance of getting the work and largely they are justified as it's always the same players. The public sector has a much stronger role to play in all of this and can incorporate social enterprises and third sector organisations more effectively in its work through contracts and tenders if it really wants to. There's only a word of difference between tendering and commissioning, but a word of difference in the delivery and results, particularly with social enterprises and particularly smaller ones. There should be more leeway and less hurdles for smaller organisations to go for this form of work and it should be harder for the bigger

organisations who have bid writers and capacity. The local authority should weigh this up in the criteria and /or give additional support to social enterprises if they are serious about involving and supporting them.

- A broad understanding of the marketplace social enterprises operate in. Willingness to take calculated risks. A county wide networking and opportunities facility which also instructs in best practices.
- Mentioned above.
- Recognised advice.
- Solve the issue of large contract holders receiving more contracts and expanding into the smaller contract market as their contract large value is reduced.
- SE managers need to be aware of the opportunities for alternative investment models - support agencies need to be active in this area. The complexities of joint delivery can be considerable and reliable support must be available to encourage this.
- Remove barriers (perceived and actual) to new forms of SE business investment Actively promote community shares schemes Promote and support SE involvement in consortiums bidding for large contracts Run a seminar programme to change private sector attitudes to SEs and strengthen collaboration
- Using new forms of investment is often hampered by lack of understanding. Opportunities to visit/speak directly to those who have already done it is very useful. In terms of contracts, collaboration and consortium building needs to start before there is an actual contract to bid for - so opportunities to find potential partners can be helpful. Some public sector contracts are extremely risky for SEs because of the pressure on price and consequent low margins - so again effective business advice is essential.
- Workshop and information on potential opportunities and risks of Social Investment.
- Educate trustees and management in alternative forms of finance Promote alternative methods of funding such as community shares.

STATEMENT 6.

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.

What needs to be done to make this happen?

- Some social enterprises are never going to be as wonderful as others, some are labelled as social enterprises but they are actually more like employment interventions. What about having a compulsory or voluntary contribution based on turnover or size or profit that organisations pay in to that can be used and reinvested for social enterprises or there for them to access for development?
- Define it then social enterprises can add it to their own self promotion, it should be very good PR!
- Set up a website that can measure and record both delivery and evaluation. (Children's University has an e-passport which is fantastic with the users giving grading. It then shows how many are using their services/products, what type of people are using and also what they think of it. There is a platform to mention what you do and a Google map showing where everyone is. We love this website and are excited to start using it!
- Good, practical, realistic examples from "ordinary" people.
- Agreed outcomes that are shared with commissioning organisations.
- Effective practice needs to be shared and promoted. Examples of good practice must be accessible at low or no cost. Commissioners must be realistic in balancing their need for

information with the cost of developing and delivering that information. Academics need to understand the practicalities and operational imperatives and ensure their work and models are relevant and useful.

- Introduce customer feedback requirements in funding conditions Require independent Social Return on Investment assessments before agreeing public funding for SEs Strengthen SE reporting requirements to external bodies and communities Focus on improved PR for the sector in the County.
- The key issue in relation to capturing social value is that the measurement is credible. I think there is a task in working with key statutory organisers as purchasers (directly and through grants and SLAs) to inform and collate what they want in terms of evidence of social value in order to produce a benchmark.
- Number of tools available, or already operating in Northumberland. Quite a bit of c4c resource is already going into this how is it used to inform/deliver on this?

STATEMENT 7.

Stick to our core values, communities will disengage if we don't deliver on our social objectives.

What needs to be done to make this happen?

- Ensure the social values are distinct and clear, buy local from the local area, town and not just one district or another but from within north east and link up things within the region better.
- Allow communities to identify core strategies, but allow management flexibility in delivery. Regular community updates and discussions.
- We have an automatic update which tells our Board of Directors every 6 weeks what we have delivered or are planning and refer these against our social objects. These are then circulated to any users who request them.
- Bottom up approach - find out what communities want/need.
- Ensure that values are excellent and ambitious.
- Managing businesses in a value led manner is hard. It takes a blend of commitment, passion, excellent people, good quality monitoring and reporting. There is plenty of literature on this and good quality advice and support will be required from SEN and others.
- This is exceptionally difficult in the current financial climate - as social enterprises struggle to survive. I think values need to be clear from the outset and used to "proof" decisions. In terms of delivery, I think it is important to be realistic about what can be delivered and to inform and explain when things cannot be delivered (weighing this, of course, with maintaining business confidence).
- Again good governance is key to this.

STATEMENT 8.

Social enterprises have to support the growth of the emerging social economy, and all the key players within it: social entrepreneurs, corporate executives and investors. Youth is an integral part of the social economy's future and we aim to integrate young people into the workplace of social businesses and enterprises and enable more to stay within the area; engage and nurture a pool of young talent and young leaders in the social enterprise sector and accelerate the growth and activism of social entrepreneurial work.

What needs to be done to make this happen?

- County Durham run a Dragon's Lair competition for youngsters which we have supported and helped with, it's much better than a one dimensional thing such as Young Enterprise, which we have also supported and helped with, yet neither has a particular bias on social enterprise, if any. What about a youth competition with a strong social enterprise aspect in conjunction with the other 11 local and district authorities or even a handful regionally. We'd welcome exploring this further.
- Sell the ideas early.....engage with local schools.
- We have a 50 strong group of young volunteers called Youth Ambassadors. They sit on our team meetings, development and planning meetings and have their own chair, secretary etc. This is a magnificent team of young people. We have still got them coming back in holidays etc to help. In addition, some have gone on to work in places we have delivered as their relationship with agencies and schools developed. We have all the resources and are considering marketing this out to other areas on a 3-tier access membership. 2. We are going to be recruiting over 120 x 16 year olds to enter the NCS programme across the whole County with the focus of young leaders. We need real progression routes for these very able young people. 3. Keyfund has just begun an enterprise fund to help start this social enterprise resilience attitude. We should set up a meeting to talk to them about how we could do this in a very focused and interactive way so the impact is strong.
- Float via youth forums.
- Ready access to sources of inspiration.
- Who aims to integrate young people into social businesses? NCC? While I am sure no one would suggest this is a bad thing it is for individual social enterprises to decide who they want to integrate into their business models in line with their own social objectives. Are young people a priority or is it that old people, or those within a particular locality or those from an excluded minority are actually a more pressing issue? Don't tell me who I should integrate into my business. And why do social enterprises have to support the growth of the social economy? It might be a good thing to do but that will depend on the individual enterprise's context and them making a judgement - does supporting the social economy help us to meet our social objectives? The answer will not always be yes.
- Establish a Northumberland Young Social Entrepreneurs programme (perhaps with UnLtd) Set up a private business mentoring programme for SEs.
- Information and training within the education system. Opportunities to try out and get involved in social enterprises.
- What's happening currently, aware of some activity in the Youth service and schools. What use can be made of new technology.
- Work with Children's Services Enterprise Officer to promote social enterprise as an alternative business model to young. Set up a private business mentoring programme for SEs Work with schools and colleges to promote the concept of social enterprise to young people at an early age.

STATEMENT 9.

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.

What needs to be done to make this happen?

- Firstly this is really skewed, for instance, I run a group of social enterprises as a sole trader where I am the legal entity, yet too many people hide behind their incorporation and when they falter or fail or do something wrong they aren't 'really' accountable. My backside is on the line with everything I do and deliver yet because I'm not a cic or something similar, sometimes it

goes against us. Social enterprise is tied with what we should deliver and our values and objectives and not whether we are a trust or CIC or anything.

- Regular community wide updates and discussions.
- oops - already mentioned above. Quality mark with a 'whistle blowing' policy should SE's not be following acceptable boundaries. (Mentioned in statement 4) Clear models of structure and where they fit in. We have a volunteer handbook which anyone can see. We also have a Facebook and Twitter page which we ensure people are thanked at every turn publicly. Key personnel are invited to sit on development and planning work groups to remain bottom up.
- Explore the best models of governance eg coop CICs etc.
- The respect of governance is based on their conduct and outcomes but is between themselves and their stakeholders. Regulators/ stakeholder/steering/ social audits can help.
- Share good practice, demonstrate the value of implementing that practice. Demonstrate the cost of not doing so.
- Introduce a Northumberland Kite Mark for SEs, with a published star rating. With a separate star rating system for emerging SEs Encourage larger, successful SEs to mentor new and emerging SEs Establish a 'phone a friend' support system for SEs requiring help and advice
- Training, information, opportunities to get share experience and get peer support. Publicising support services to board members as well as staff - often when problems occur, board members often do not know that support is available to them.
- Support for governance.

STATEMENT 10.

Proactively engage with other sectors to explore opportunity and encourage collaboration.

What needs to be done to make this happen?

- Better networking channels - not breakfast events with a car keys on the table approach -but channels to exchange and share information and opportunities. How about this for an idea Tony, what about the local authority providing an economic regeneration 'match-making' service and taking a cut in return for coordination and the support role. In this way you could spot an opportunity, explore potential partners with something of benefit to bring to the table and if successful, take a fair cut, say 10-15 of the value, which can go in to a social investment fund or used to fund or part fund a regional social enterprise youth competition or emergency fund for Lydia's House or others who's business model suffering and is really struggling?
- Be open to all and any possibilities and provocatively seek them out.
- Key personnel from every sector should form one 'enterprise group' and ensure that information and knowledge is shared. Knowledge is powerful and I will be honest, I get very bored with the whole concept of 'where people are paid and by whom'. Leading Link work with the people who create the most qualitative delivery for our participants regardless on which sector they belong to. I really feel that this has been spoken about for neon's but until we stop the militants in each sector from 'bad-mouthing' others it seems there will always be sector silos! I really think people on the ground are collaborating quite well from what I can see. Speak to other engagers/deliverers - ie health service, cab, private industries etc.
- Honesty, clarity, motivation.
- Any customer focussed and market orientated business should be doing this. It comes back to having those attitudes and the right skills in place. See above.
- Strengthen (and in most cases start building) direct links between SEs and housing associations operating in the County Resolve commissioning difficulties of collaboration by smaller SEs in large contracts.

- Brokering of relationships - helping social enterprises to get to build relationships with potential partners in the statutory, SE, third and private sectors.
- Work with BiTC, skillshare etc.

STATEMENT 11.

Social enterprises should engage and work with other sectors to explore opportunity and encourage collaboration.

What needs to be done to make this happen?

- More hours in the day. Could be helped or made possible with more and better communication channels, informing people about what is going on? We are launching nelink.info as a regional online portal and would be interested in this evolving to offer something similar in due course. And all as a social enterprise too.
- Use networking facilities and be responsive to any approaches. Promote own potential to other sectors.
- See above.
- As above via established networks.
- Shared vision and values.
- See 10.
- Opportunities - SEs can often make time to do the collaboration - but time for research and finding the right people to work with can be too difficult and time consuming.
- Work with BiTC, skillshare etc.
- Undertake market research to identify market opportunities - Seek a strategic partner to support delivery.

What must the private sector do to enable social enterprises to thrive?

STATEMENT 12.

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.

What needs to be done to make this happen?

- Better knowledge between potential partners, less fear between potential partners. This is built over time and can't be rushed so there needs to be lots of seedcorn activities, time and time again, so people gain the insights as to who they can and should partner with. The local authority could be an excellent 'honesty broker' as part of this, providing they remain impartial or true to the objectives.
- Better PR for social enterprises especially aimed at private sector. Local contracts should be 'placed' locally if at all possible making a local social enterprise a valuable asset for any external collaborator.
- Again, a database and a showcase. People that are experienced and on the ground should deliver. Perhaps a team within the public sector who work on partnering up groups to ensure best use of public funds. I can dream!
- nb - you cannot make the private sector do...!
- Commissioners must understand the public value that social enterprises can bring. Public sector agencies must work internally and across the sector to ensure staff understand these benefits and breach their silos. EOIs and ITTs must be carefully crafted to ensure that a broad analysis of all the costs and benefits of any contract are thoroughly understood. Procurement teams need to work more closely with individual departments to ensure that services are designed in breadth as well as depth. Elected members and senior managers need to be part of an initiative across the whole organisation that leads to an enhanced understanding of the social enterprise agenda.
- SEs deliver social value - but may also deliver a whole range of other benefits. One specific benefit is reach to areas, markets and customers which may not be easily accessible for companies with a wide geographic remit.
- Inform and engage with public sector procurement Pursue the Social Value Act.

STATEMENT 13.

Engage social enterprises to provide appropriate elements of the private sector supply chain.

What needs to be done to make this happen?

- This is wrapped up in a lot of the following observations?
- A sound understanding of the private sector supply chain. Could back fire!
- Expert contacts and advocates who speak business.
- Honesty and probably some support with making sure negotiations are fair and equal and that the partners understand the scale and methodology of the enterprise.
- Work with social enterprises to ensure appropriate skills are available with management teams and that enterprises are market orientated. See earlier answers.
- Information and opportunities to build relationships. Organisations cannot contract with SEs if they don't know about them and do not understand their products and services and what they can offer.

- Support for collaborative approaches, marketing what SE can do etc.

STATEMENT 14.

Provide expertise to social enterprise development through pro-bono support.

What needs to be done to make this happen?

- Excellent match making service. Take a look at nelink.info and the Talent Pool volunteer match making service we are developing as it could be used for this.
- Better widespread understanding of the principles. Ask for it!
- Love this! Just not sure how to do it! Willing to listen though.
- Gather advisers eg solicitors, accountants, marketing experts.
- Public sector agencies and SMTs need to understand the value this can bring to them through improving staff morale, competence and impact. HR teams need to be brought into the debate along with senior managers, procurement and social enterprise specialists. Elected members need to join this debate also.
- Information on how to get involved. Emphasis on help that offering professional services like accounting and marketing can have.
- Look at Skillsbridge etc.

STATEMENT 15.

Encourage private sector engagement with the promotion of social enterprise through sponsorship of activity.

What needs to be done to make this happen?

- At a time when Business Enterprise Group NE UK Ltd feel they are actually a social enterprise, I think a good start would be to highlight to parts of the private sector that social enterprise isn't all about fluffy charitable type organisations, but the fact they can play a massive role in working with and supporting and not just sponsoring. Look at Barclays sponsoring Global Enterprise Week - with their background and record just now, everybody knows it's just corporate hand washing. Not something our sector needs but can be avoided with more of.
- There has to be a payback somewhere!
- Love this too - again, it's up to us to shout who we are and what we can do to help - no matter what the sector.
- Make contacts.
- Tangible outcomes.
- Not sure this is a "must do". It certainly could be useful but in many places private and social sectors will be in competition with one another. There are issue of generally raising the profile of the social economy and the benefits it can bring. Private sector support here could be very useful. Somebody would need to lead this work and pay for it - the public sector?
- Again information and relationship building.
- Explore how we make more of CSR are their some key organisations that could be targeted.

STATEMENT 16.

Engage larger employers with social enterprise through corporate social responsibility programmes – including schemes such as employee supported volunteering.

What needs to be done to make this happen?

- Speak to larger employers!
- Again a difficult sell in this area!
- Need excellent case studies to present.
- Clear offer of what the CSR programme wants to achieve.
- See 14 and 15.
- Information, relationship building and publicity opportunities.
- Explore how we make more of CSR are there some key organisations that could be targeted.

STATEMENT 17.

Encourage private sector people to make a contribution to social enterprise by becoming trustees of boards.

What needs to be done to make this happen?

- Speak to larger employers and encourage those might, to do so!
- My board is and is viewed with distrust by elect members of local authority. Makes the job harder but we now ignore them and just get on with things.
- We have done this and it is very useful and certainly gives a wider perspective with important questions asked that wouldn't have otherwise have been asked. However, care needs to be taken that the ethos of the trustees mirror the social enterprise. This is especially the case with finance and accountants as approaches and ethos can be very different.
- As above.
- See 14 and 15. Existing thinking on this issue regarding charities is plentiful and relevant.
- As above.
- Recruit from the private sector - Skillsbridge etc. Arch engaged in the process?

What must the public sector do to enable social enterprises to thrive?

STATEMENT 18.

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.

What needs to be done to make this happen?

- To be effective a coordinating role can be played in matching organisations for best value and return.
- 'Professional' management.
- Ensure the public sector endorses the new Public Services Act 2012 as it is a legal requirement?
- Very similar to that of private sector.
- The public sector need to be honest, committed and reliable. They need to listen to the public and act on their instructions. They need to be willing to share outcomes as rewards and create a learning environment.
- Observe responsibilities introduced. See 18. Northumberland doesn't have a track record of implementing new legislation quickly or well. The Localism Act has introduced a range of community rights and NCC's response has been markedly slower than some other North East local authorities. Invest to share good practice with neighbouring authorities.
- Public organisations need to look at their own commissioning and purchasing policies to buy as much as possible from local SEs and SMEs. Of course commissioning rules must be complied with, but there should be a pride in using local Northumberland products and services. Locality is currently campaigning around Diseconomies of Scale (<http://locality.org.uk/resources/public-services-civil-society-diseconomies-scale/>) which argues that larger contracts often deliver worse rather than better value, which is attracting interest from government, policy analysts and academics. Statutory agencies in Northumberland could look to test out some of these principles.
- Commissioning and procurement processes serious about Social Value SE present clear case of social value to commissioners and procurement processes.

STATEMENT 19.

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? Share assets – buildings and people, there is no need to be prosaic or precious when we are looking for innovation.

What needs to be done to make this happen?

- Better information on the assets that are available and being more open about who can use them and not so 'clicky' about it.
- Look at problems with open minds and give real consideration to any proposal. In all probability the handicap here is with existing decision makers unable to cope with new concepts!
- Collect and retain the information gathered in statement 1 and put it somewhere public so people can start to use a real and working tool. Again Cultural Ambassadors seems to be a good initiative and the network is very good. The Learning Exchange - something grown from

ContinYou and written by Paddy O'dea is fantastic to share ideas and projects. Her blogs are legend.

- Recognise that if additional community benefits are derived, that these should attract additional budgets - it is up to the public sector to understand how and who this might be done with, and to facilitate this. A new solution should not always prolong a reduced budget otherwise growth will be restricted - good ideas happen in difficult times, and these need to be identified, recognised and rewarded.
- Organisations should initiate wide internal debate to include HR and procurement teams, operational departments, senior managers, elected members or trustees and social enterprise specialists. The benefits and capabilities of social enterprises must be understood if public sector agencies are going to engage with them in any meaningful way. The willingness of departments to engage with social enterprises is often dependent on their level of understanding; improve the understanding and much will follow.
- To save. A small amount of money to redesign a service with SEs, voluntary and community organisations, users and other stakeholders could be an investment which saves millions on an on-going basis. (See some of the thinking in Worcestershire Capital and Asset Pathfinder). In terms of buildings, a growing trend is around local building and service audits involving the public and a range of stakeholders - put simply you take a local area and audit all the public, community, voluntary sector and SE buildings and services in the area then work with stakeholders to decide on best configuration of those buildings and services based on synergies, customer convenience and value for money. The agreed configuration usually results in more sustainable community and voluntary organisations and SEs, opportunities for community asset transfer, opportunities for asset disposal and reductions in revenue costs (e.g. repair and maintenance). It usually results in opportunities to share a range of services like reception, cleaning and caretaking.
- Need a means of having the dialogue with key officers

STATEMENT 20.

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 (as shown by LM3). Strong, robust, legally enforceable Community Benefit Clauses (CBCs – currently in Scotland) should be written into every future Council Contract and Tender Opportunity.

What needs to be done to make this happen?

- Have a much better knowledge of where resources brought in as a result of CBCs could have most impact, for quick wins involving others or more lasting community and public value. These could change quite frequently or be used to tackle more diverse social problems. Everything should tie back to employability, enterprise or social/community benefits and not necessarily environmental and in this way the impact will be much greater.
- Just needs to happen, do it!
- Oooh wonderful. Would need the 'whistle blowing' policy and someone to police this though. All contracts should be accessible to ensure that it is a fair process and not a 'who you know' basis.
- Need councillor and officer buy in.
- See 19. The design of contracts is extremely important but not as important as the design of the service or the structuring of the tender process. It is through PQQs and ITTs that many social enterprises lose out, effective design to consider the structure, capabilities of, and benefits delivered by SEs is essential.
- The benefits will allow such a decision to be taken. Once adopted, feedback on this should be part of routine feedback to senior management and members - this will ensure that staff letting contracts know that this is an area which is important and scrutinised. This feedback

information should also be shared with social enterprises to allow for local and national campaigning on this issue. The spirit of this will not be effective, if - despite delivering high social or environmental benefits - SEs routinely fail to win contracts because of over-riding technical issues - some of these may be legitimate but others may systematically disadvantage SEs (and SMEs) - e.g. ratios around size of contract vs turnover. It is important to remember that much statutory spend does not go through a formal procurement process and is not administered by procurement officers. Messages around buying to maximise social value need to go to all staff - not just the procurement team.

- Need a means of informing/influencing public sector procurement.

STATEMENT 21.

Ensure polices actively support social enterprise development, for example, asset transfer, rate relief, neighbourhood planning.

What needs to be done to make this happen?

- Have a reduction or waive fees for social enterprises?
- Education invoking a clear understanding of what social enterprise is and means so there is no apprehension by policy makers and concessionaires etc. Genuine feelings 'partnership'.
- This could be set on the 'website'. Maybe an update page or a bit like 'MoneySaving' with Martin. This would be very useful as many of us are small teams who haven't got the time or ability to keep ahead of everything. General policy templates (especially the legal policies and procedures that everyone should have) and a check list. We got the quality check list from Voices and actually found it really useful to ensure we had everything in place legally.
- As above.
- Continual dialogue about reviewing the impact of these policies for the 3rd sector.
- See 19. Asset teams don't currently appear to understand the issues any of the third sector face.
- Wholly supportive of any policy which supports SEs. Locality has a strong history of support for community asset transfer and is now promoting Community Right to Bid, Build and Challenge. This is a source of advice and funding for organisations in Northumberland to take forward asset developments, bid for contracts and take forward neighbourhood planning opportunities. I think it is essential for the County Council to have a "gateway" for community asset transfer so that organisations know which officer/department to approach. It is also extremely important to ensure that it is asset transfer and not liability transfer.
- Examine policies and where inconsistent provide constructive solutions to public policy makers.

What must strategic partners do to enable social enterprises to thrive?

STATEMENT 22.

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 trusts 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.

What needs to be done to make this happen?

- A fairer, more level play field, systems that are unbiased and easy to access and use, an honesty brokerage where the biggest party/organisation - the council with partners - should take the onus and much of the responsibility. mike storey, informnorth
- Everyone to realise it's not a competition, for our communities to prosper it has to be a partnership utilising all underused areas of expertise. Regular 'get togethers' for all potential partners. Possibly a broker service.
- A distribution list? Or simply enter straight into an enterprise blog when we have worked with such people. We are presently working with Arch and it has now opened up a whole new avenue of contacts and ideas.
- Creative and fearless individuals.
- Openness and a willingness and clear mechanism to engage with new organisations.
- See 19 - apply this across partners.
- Again information and specific routes showing a range of ways to contribute and get involved.
- Need to engage these strategic partners in the development of SE.

If you would like to provide any further views or comments please do so in the space below.

- We have to start and retain more locally raise monies, AKA LM3, even to the point of discrimination on contracts! Help communities when they have identified 'concerns' which could be addressed by localised social enterprise delivery. Communities need help with training etc to run social enterprise models professionally. Help with seed funding. Need for elected members to be better educated! Also NCC professional staff!
- Firstly, Locality is supportive of and happy to be involved in social enterprise development in Northumberland. We commend the development trust movement in Northumberland which we believe is a national exemplar in relation to asset development, enterprise development and collaboration. Secondly, I have found this form extremely difficult and time consuming. I would have much preferred to be asked for one idea under each heading - or three short suggestions.