

Brighton and Hove Social Strategy Action Plan 2009-2014

Submitted by Brighton and Hove Social Enterprise Steering Group

- Strategic Priority 1: Opportunity and Impact
- Strategic Priority 2: Business Viability
- Strategic Priority 3: Co-operative Thinking
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Strategic Priority 1: Opportunity and Impact

Rationale: To develop procurement opportunities for social enterprise, we need a clearer understanding of their social, economic and environmental impact on the city. Knowledge is currently limited to information from a small mapping study undertaken by BCP and the University of Brighton plus the Economic Audit of the Third Sector. Realising this Strategic Priority will improve data available to enable effective support to be delivered and for targeted social enterprise activity to be initiated and grown.

Strategic Objectives	Indicators	Activity	When	Potential Partners	Lead Partner	Potential sources of funding
Improve understanding of the current social, economic and environmental impact of social enterprise in the city	Dissemination of social impact project findings and reports for 3 social enterprises	To make clear and consistent social impact information available to procurers & commissioners. Improve access to public procurement opportunities amongst social enterprises. (The Better Project)	2010-11	SE ² Partnership, WSSSEN, ESSEN	BCP	Capacity Builders (confirmed)
	15 statutory sector procurers and commissioners to attend social enterprise awareness events	Build awareness of added value of social enterprise as contract delivers to local statutory sector procurement and commissioning teams. (The Better Project)	2009 - 2011	SE ² Partnership, WSSSEN, ESSEN	BCP	Capacity Builders (confirmed)
	60 statutory sector procurers and commissioners on contact database	Research and establishment of a contact database of procurers and commissioners. (The Better Project)	2009 - 2011	SE ² Partnership, WSSSEN, ESSEN, Brighton and Hove City Council, PCT	BCP	Capacity Builders (confirmed)
	2 social enterprises with social impact accounts to have case studies on key websites and communication channels	Share learning from The Better Project with regional, national and international partners	2010 - 2011	SE ² Partnership Partnership, WSSSEN, ESSEN	BCP	Capacity Builders (confirmed)
	Recommendations to Steering Group	Review results of Better Project and identify and fund further research needs	2011-12	Social Enterprise Steering Group	BCP and University of Brighton	Further Education and research funding sources, OTS
	2 local advisors trained to support impact measurement in social enterprises		2009-11		BCP	Capacity Builders (The Better Project and potentially SE ² Partnership Season Project) Basis Lottery Fund, ERDF
	3 social enterprises measure and communicate impact	Support social enterprises to regularly monitor and communicate their impact	2009-11	University of Brighton, CVSF, Social Enterprise South East, BCP, WSSSEN, ESSEN, SE ² Partnership		
	20 social enterprises measure and communicate impact		2011-14		BCP and University of Brighton	Capacity Builders, Basis Lottery Fund, ERDF, OTS

Strategic Priority 1: Opportunity and Impact

	90 organisations registered on More Than Profit Network database	Refresh the Social Enterprise Mapping Project	2010-11	CVSF, Impetus, CUPP, University of Brighton	BCP	Capacity Builders
	Environmental indicators included in More Than Profit Network database		2010-11			
	30 social enterprises undertaking environmental audits	Support social enterprises to undertake environmental audits	2011-2014	Environmental Protection UK, Ecosys Environmental Consultants, CVSF, Directorate of the Environment, Business Link, Brighton and Hove City Council	Business Link TBC	OTS, Business Link
	Updated report available	Refresh Economic Audit of the 3rd Sector (Taking Account report)	2012	CVSF, University of Brighton, Change Up Consortium	CVSF	Brighton and Hove City Council, University of Brighton
	Project report available	Undertake action research outreach project to neighbourhoods of particular economic and social need	2011-2012	University of Brighton, University of Sussex, Trust for Developing Communities, Brighton and Hove City Council, Enterprise Gateways	TBC	Big Lottery Fund, Charitable Trusts, Further Education and research funding sources
	Project report available	Undertaken action research outreach project to establish needs of communities of interest	2012-2013	University of Brighton, University of Sussex, Brighton and Hove City Council, Federation of Disabled People, Black and Minority Ethnic Communities Partnership, Age Concern, Spectrum, Enterprise Gateways	TBC	Big Lottery Fund, Charitable Trusts, Further Education and research funding sources
Create opportunities to develop new Social Enterprises through understanding of local needs and gaps in provision	Social Enterprise development reflected as a priority in new and refreshed strategy documents	Maintain strong links between SE strategy and other strategic initiatives in the city	ongoing	Social Enterprise Steering Group and other strategic groups	Social Enterprise Steering Group	Brighton and Hove City Council
	150 Social enterprises registered on More Than Profit Network database	Support development of new social enterprises and viability of third sector organisations to deliver in areas of need	2013-2014	Business Link, University of Brighton, University of Sussex, Impetus, SE ² Partnership	BCP	Business support and economic development streams, Basis Lottery Fund, ERDF, Capacity Builders.
	Public sector acting as an exemplar for social enterprise development	To carry out a scoping exercise with Brighton and Hove City Council to identify the potential for social enterprise development within its own departments	2009 - 2010	Partners identified through commissioning process	Brighton and Hove City Council	Brighton and Hove City Council

Strategic Priority 2: Business Viability

Rationale: Maximising business success for social enterprises creates the resources necessary for significant social and environmental impact within the city. 70% of social enterprises expressed a need for business support in the 2007 mapping exercise. Realising this strategic priority will strengthen both the economic and the social impact of social enterprises. Social enterprises work to new and developing business models which means they need flexible, innovative and specialist business advice and support from a range of sources.

Strategic Objectives	Indicators	Activity	When	Potential Partners	Lead Partner	Potential sources of funding		
	Increase uptake of volunteering within social enterprises	Fulfilment of volunteering places in Social Enterprises	2014	BCP, Brighton and Hove Volunteer Search	Volunteer Centre TBC	BASIS, Capacity Builders		
Access to appropriate range of high quality business development support	Train 1 staff member as qualified SE advisers	PD4SEA Training course attended	2010	SE ² Partnership, WSEEN, ESSEN	BCP	OTS (confirmed) LABGI (confirmed)		
	5 team building challenges within Social Enterprises	To provide resources to complete a transformational activity	annually to 2014	BCP, Business Partners	BCP (CSR Dept)	Private sector funders		
	20 pre start/start up social enterprises receiving direct advice and support	One to One sessions with social enterprise advisers	annually to 2014	SE ² Partnership, Business Link	BCP	LABGI (confirmed to 2010), Brighton and Hove City Council, SE ² Partnership, OTS, Business Link		
	20 pre start/start up social enterprises accessing Business Link workshop programme annually	Deliver business planning workshops and 1:1 advice sessions	2010-2011	ProfitNet, BCP, BMECP, Brighton and Hove City Council, University of Brighton, Working Together Project, City College, Directorate of Cultural Services, Impetus, Brighton and Hove Chamber of Commerce, SE ² Partnership, CVSF, BCP Business Partners	Business Link	Business Support and economic development funding streams, BASIS, Train to Gain, OTS, Lagbi (confirmed)		
	Develop and deliver a range of training courses suitable to social enterprises		annual 2008-2014		Working Together Project			
	50 social enterprises accessing business support through pro bono scheme		2014		BCP			
	Recruit 20 potential or established BME social enterprises onto the More Than Profit Network		2014		BCP			
	1 CanDo Network for social enterprises working in communities of interest per annum		2011-2014		BCP, BMECP		Novas Scarman TBC	Novas Scarman
	Support to 20 mental health service users per annum to develop social enterprise activity		2009- 2011				Care Co-ops	Sussex Partnership Trust
	Support 10 public sector service areas per annum to develop user-involved social enterprise activity	2009-2011		Care Co-ops	Sussex Partnership Trust			
	West St Social Enterprise Centre support for 50 cross sector organisations per annum		2010 -2012	Business Link, BCP, Sussex Partnership Trust	Care Co-ops	Brighton and Hove City Council, Social Enterprise Investment Fund, 3rd Sector Investment Programme, Capacity Builders		

	30 social enterprises engaged in ProfitNet network	Develop a network of peer and business mentors for social entrepreneurs	2010-2014	University of Brighton, BCP, SE ² Partnership, Brighton and Hove Chamber of Commerce	University of Brighton	EU, ERDF, Capacity Builders (potentially SE ² Partnership's "Communication for Action" project)
	Mentoring project in place		2011	SE ² Partnership, Chamber of Commerce	BCP	
	10 mentors and social entrepreneurs matched annually		2011-2014			
	Establishment of 'Introduction to Social Enterprise' awareness raising events for Business Link advisers	Raising awareness among Business Link advisers. Targeted at new and pre-start social enterprises with a focus on referring social enterprises to the Business Link Start Up workshops and start up services.	2010 - 2014	BCP, Business Link, SE ² Partnership, Social Enterprises	BCP, SE ² Partnership	Business Link (via SE ² Partnership)
Access to incubation, meeting and networking space for social enterprise growth	Partnership in place	Develop a partnership to review and support social enterprise hubs in the city	2008-9	Social Enterprise Steering Group	Social Enterprise Steering Group	In-kind support
	Social Enterprise centre steering group established	Lead on the development of Social Enterprise centres	2009-11	Social Enterprise Steering Group	Social Enterprise Steering Group	In-kind support
	Social Enterprise Centre in West St Phase 1 & 2 completed	Provide a social enterprise incubator unit (20 fully serviced desks), meeting and training rooms, café, resource centre and further serviced offices	2009-12	Social Enterprise Steering Group, Brighton and Hove City Council	Care Co-ops	Loan Finance Private Investor
	Social enterprise hub in One Brighton Centre established	Establish full support and desk space for social enterprises in the One Brighton Centre	2009-2010	Social Enterprise Steering Group, Brighton and Hove City Council, Working Together Project, Friends Centre	BCP, Ethical Property Company	Ethical Property Company Capacity Builders

Strategic Priority 3: Co-operative Thinking

Rationale: Successful social enterprises develop and maintain many partnerships to support their growth, in particular with the business community. Delivering on this strategic priority will make more partnerships and sources of support available to a wider range of social enterprises, with benefits to all organisations involved. 79% of organisations stated that support in developing partnerships with business were a high priority in the 2007 mapping exercise. Further activity to promote partnerships, such as Profit Net and the Urbact Network are reflected in other priority areas.

Strategic Objectives	Indicators	Activity	When	Potential Partners	Lead Partner	Potential sources of funding			
Improve access to cross sector support and partnerships for social enterprises	More Than Profit network of 250 cross sector organisation	Develop a membership network of cross sector organisations	2010-2011	BCP, Brighton and Hove City Council, ProfitNet, CVSF, Business Link, Hub100, Brighton and Hove Chamber of Commerce, One Brighton	BCP	Membership and service income. For start-up support Tudor trust & Interreg BASIS			
	Membership of 300		2015-2013						
	Membership of 350		2013-2014						
	Annual In-kind investment of £45,000 by business community in social enterprise	Support the transfer of skills and support from the private sector to social enterprises	2009-2010						
	Annual In-kind investment of £60,000 by business community in social enterprise		2011-2012						
	Annual in-kind investment of £80,000 by business community in social enterprise		2013-2014						
	A fully integrated approach to equalities		Audit of Social Enterprise Steering Group skills in relation to equalities. Followed by a training needs analysis	2009 - 2010	Social Enterprise Steering Group, Brighton and Hove City Council, Working Together Project	Social Enterprise Steering Group	ESF, In kind support		
			'Equalities Ambassador' identified to help, support and co-ordinate equalities focussed work within Social Enterprise Steering Group	2009					
			Agree a commitment to equalities statement	2010					
			To prioritise the suggested actions highlighted by the Equalities Impact Assessment and to allot those actions with timescales, lead officers and review dates. Working with the EIA consultant to specify approaches and offer guidance.	2009					
	4 annual workshops and events to build capacity with social enterprises		Support and encourage the formation of a diverse and representative Steering Group and Network	2009-2014	Social Enterprise Steering Group, Brighton and Hove City Council	Social Enterprise Steering Group	ESF, In kind support		
			Build the capacity of the sector to plan strategically and attract business support	2009-2014				BCP, Working Together Project, Impetus, Friends Centre	BCP
Establishment of 'Introduction to Social Enterprise' awareness raising events			2010 - 2014	BCP, Business Link, SE ² Partnership, social enterprises					
Establishment of 'Meet the Buyer' style events		Participation in 'Meet the Buyer' style events mixing soc ents and private sector?	2010 - 2014		BCP, Business Link, University of Brighton, University of Sussex, Impetus, SE ² Partnership, Chamber of Commerce	SE ² Partnership	OTS, Business Link		

Strategic Priority 4: Inspire Entrepreneurs

Rationale: Social enterprises are created when people are energised and inspired to find new solutions to existing problems, and new ways to resource those solutions. Realising this strategic priority will raise awareness of the opportunities available and help more people to realise their own potential to be successful social entrepreneurs. It will also offer us an opportunity to show case the city as a thriving centre of social enterprise

Strategic Objectives	Indicators	Activity	When	Potential Partners	Lead Partner	Potential sources of funding
Celebrate the achievements of local social entrepreneurs	Social enterprise award in Brighton and Hove Business Awards & other local awards	Secure Social Enterprise categories in business awards schemes	2009-2011	BCP, Directorate of Cultural Services, private sector partners, Chamber of Commerce, Business Link, Social Enterprise London, Social Enterprise Coalition, SE ² Partnership, Universities	BCP	Private sector sponsorship
	Social enterprise award in Sussex Business Awards		2010-2011			
	Local success in regional/national awards schemes	Support successful applications for local, regional and national awards schemes for social enterprises	2009-2014		BCP	Grants and sponsorship
	Social Enterprise Awards event in place	Explore the need for, and if viable, establish a specific awards programme for social enterprises	2011-2014			
Inspire a next generation of social entrepreneurs	Engage SE's in student learning at schools, colleges and universities	Involve social entrepreneurs in work with 14-19 year olds	2009	Children and Young People's Trust, EBP, Learning Partnership, Universities, Enterprise Gateway, Youth Enterprise	Social Enterprise Steering Group	Education and learning streams
	10 social entrepreneurs involved in school work		Annually to 2014			
Showcase Brighton and Hove as an inspiration to social enterprises nationally and internationally	Social Enterprise communications strategy in place	Develop a local and national communications strategy to broadcast social enterprise achievements	2008-9	Social Enterprise Steering Group, SE ² Partnership, Urbact Network, BCP, 7 Creative, SEEDA, Business Link, Visit Brighton	Social Enterprise Steering Group	Urbact OTS Business Link
	10 social enterprise success stories communicated via web and hard press annually		annual to 2014			
	4 Case Studies from Brighton and Hove on key websites and communication channels	Share learning from strategy with regional, national and international partners	annual to 2014		BCP	
	Social Enterprise 1 visit per year	Pilot a social enterprise visit programme to social enterprises in the city. Inviting Business Link advisers, peers, cross sector partners & media	2009-2010 2010-2014			
	Organise 1 European conference in Brighton	Participate in EU program, share SE best practise and developments	2009		Brighton and Hove City Council	
	Attend 2 European Urbact conferences annually	Participate in EU program, share SE best practise and developments	2009-12		Brighton and Hove City Council	

Strategic Priority 5: Transparency and Governance

Rationale: Social Enterprises can use their social purpose to draw support from many different sources, including the business community and grant funding. However, to do this effectively they must demonstrate transparent and effective governance structures that ensure they fulfill that purpose and are accountable to the communities they serve. This strategic priority will support social enterprises to develop strong governance structures and Board representation.

Strategic Objectives	Indicators	Activity	When	Potential Partners	Lead Partner	Potential sources of funding
Encourage the adoption of appropriate legal structures for social enterprises	Hold annual training session on legal structures	Ensure access to appropriate legal and business advice	2009-2014	Local solicitor firms, Working Together Project, University of Brighton, BCP, Impetus, SE ² Partnership Season Project	Working Together Project	2009 BASIS actual. 20010 onwards charge for course
	To ensure that 2 Social Enterprise Advisers are trained in legal structures		annual to 2014		BCP	BASIS, Train to Gain, charitable trusts, OTS
	4 legal specialists signed up to provision of pro bono surgeries		2009-2014			
Improve uptake of Board positions by business and public sector personnel	Trustee/Director matching area on BCP website	Link potential Directors to the right opportunities on SE Boards	2010-11	SE ² Partnership, WSSSEN, ESSEN, SCIP, Boxharry, CVSF	BCP	Hefce, Big Lottery fund
	20 Potential Trustee/Directors registered annually		2013-2014			
	5 case studies per year on site	Case studies from existing Board members on More Than Profit & Support for Groups website	annual to 2014			
Improve uptake of Board positions by service users and beneficiaries	Training for potential trustees available on annual basis	Audit of Social Enterprise Steering Group skills in relation to equalities. Followed by a training needs analysis	annual to 2014	CVSF, Working Together Project, SCIP	Working Together Project	BASIS & Learning 4 Counties (confirmed)
	1 workshop at Community and Voluntary Sector Forum 'Your Space' Events	Hold 'Your Space' sessions to raise awareness among potential Directors	According to need as identified by CVSF members		CVSF	Big Lottery fund, charitable trusts
	2 new case studies per year	Case studies from existing Board members on More Than Profit & Support For Groups website	2010 to 2014		BCP	
Create cross sector steering group to oversee delivery and ongoing development of the Social Enterprise Strategy	Steering group formulated	Completed application to join Urban Nose Project	2008-9	Brighton and Hove City Council, BCP	Brighton and Hove City Council	Urbact
		Recruited cross sector members to the steering group				
		Regular Social Enterprise Steering Group Main and Sub-group meetings	2008-2014			

Strategic Priority 6: Local Economic Impact

Rationale: Access to support in securing contracts was cited as a high strategic priority for 51% of mapping respondents. This strategic priority will support activity to prepare social enterprises themselves to tender for contracts, but will also focus on raising the capacity and willingness of public sector commissioners to award contracts to local social enterprises

Strategic Objectives	Indicators	Activity	When	Potential Partners	Lead Partner	Potential sources of funding
Raise awareness of public sector commissioners of the benefits of contracting with social enterprises	Annual event attracting participation from public and 3rd sector	Hold annual networking events between commissioners and social entrepreneurs to build relationships	Annual to 2010	Brighton and Hove City Council, BCP, CVSF, Impetus, PCT, Change Up Consortium, Care Co-ops, SE ² Partnership	BCP	BASIS Lottery fund (confirmed)
	4 public sector representatives trained per year	Train commissioners on the issues affecting social enterprises in the procurement process	annual to 2014		Brighton and Hove City Council	BHCC
	Brighton and Hove City Council compliant with guidelines	Ensure Brighton and Hove City Council Procurement Policies comply with government guidelines on contracting with small businesses and third sector organisations	2009-2010		Brighton and Hove City Council	BHCC
	Dissemination of social impact measurement project findings and reports from The Better Project	To make clear and consistent social impact information available to procurers & commissioners. Improve access to public procurement opportunities amongst social enterprises. (The Better Project)	2011		BCP	Capacity Builders (confirmed)
	Sussex Partnership Trust awards contracts to social enterprises	Support Sussex Partnership Trust to contract with mental health user led social enterprises	2013-2014		Care Co-ops	Sussex Partnership Trust Contract
Improve the success of social enterprises in winning contracts	3 annual training and events for social entrepreneurs	Regular training and event programmes on becoming contract ready in addition to procurement process and policy needs of Social Enterprises contracting	annual to 2014	University of Brighton, CVSF, Working Together Project, Social Enterprise South East, BCP, WSEN, ESSEN, SE ² Partnership	Social Enterprise Steering Group	Basis lottery fund, charitable trusts, health funding streams, Business Link
Increase opportunities for partnerships between local social enterprises and larger national organisations bidding for significant contracts	Public access to database of tenders & contract opportunities	Develop partnership expression of interest registers during contract bidding periods and encourage engagement between statutory sector and 3rd sector	Annual to 2014	Brighton and Hove City Council, CVSF, Change Up Consortium, BCP, Impetus, Care Co-ops, Mental Health Partnership, Food partnership, Learning partnership	Brighton and Hove City Council	Brighton and Hove City Council
	Hold networking events between local organisations and potential bidding organisations		Annual to 2014		Brighton and Hove City Council, PCT	Brighton and Hove City Council, PCT
	4 Taking Account Follow Up Group meetings		Annual to 2014		PCT	In kind supprt
	Council & PCT advertise contract opportunities in timely manner		ongoing		Brighton and Hove City Council	Brighton and Hove City Council
	Appropriate small organisations develop partnerships with successful bid winners		Annual to 2014		BCP tbc	Brighton and Hove City Council, PCT

