



Business for Good:

Developing a Strategy for Social
Enterprise in Greater Manchester
2019-2022

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Social Enterprise in Greater Manchester: Developing a Strategy for 2019-2022

Imagine an economy that works in the interests of society and of the environment and that gives equal weight to the needs of everyone.

We want a thriving, inclusive economy in all parts of Greater Manchester. This means an economy that creates greater equality in economic outcomes between both places and populations. It also means a society in which it is possible for everyone to lead a meaningful and fulfilling life.

Social enterprise has a key role in achieving this vision for the future of Greater Manchester, which is the historical home of social enterprise.

A social enterprise is a business that trades for a social and/or environmental purpose, and reinvests profits towards this purpose. It addresses social needs, strengthens communities, improves people's life chances, enhances culture and/or protects the environment.

Social enterprise includes many co-operatives, mutuals and community businesses, and is part of a wider social economy.

Our vision for social enterprise is at the forefront of a new wave of ethical and socially responsible business in Greater Manchester. Social enterprise will become central to a new 'Greater Manchester approach' to doing business that creates a more inclusive, diverse and vibrant economy.

This vision for social enterprise in Greater Manchester will be realised by working through social enterprise networks, and co-operatively with the public, private and voluntary sectors, to achieve these aims:

- build a social enterprise movement that is more confident, more coherent, and more wide-reaching
- build the capability of social enterprise through a combination of investment, business support and leadership development
- build dynamic markets that are open to social enterprises and in which they can thrive
- build on potential by making the most of assets available to social enterprise – human, physical and virtual

As a result, within five years, we will see measurable progress in:

- social enterprise recognised as a driving force, with a growing proportion of total business and the social economy expanding
- a capable, investment-ready and well-led social enterprise sector
- strengthened activity and growing income of social enterprise
- assets coherently mobilised to support new social entrepreneurs and develop social enterprises

Vision

Vision for Greater Manchester¹

- “Our vision is to make Greater Manchester one of the best places in the world to grow up, get on and grow old.
- A place where all children are given the best start in life and young people grow up inspired to exceed expectations.
- A place where people are proud to live, with a decent home, a fulfilling job, and stress-free journeys the norm. But if you need a helping hand you’ll get it.
- A place of ideas and invention, with a modern and productive economy that draws in investment, visitors and talent.
- A place where people live healthy lives and older people are valued.
- A place where all voices are heard and where, working together, we can shape our future.”

Vision for the Greater Manchester Economy

We want a thriving, inclusive economy in all parts of Greater Manchester. This means greater equality in economic outcomes between both places and populations across Greater Manchester.

We believe that change is possible to build a more democratic and sustainable economy. This means:

- an economy that works in the interests of society and gives equal weight to the needs of everyone
- a society in which it is possible for everyone to lead a meaningful and fulfilling life
- an environment that is healthy and sustainable for future generations

Vision for social enterprise

Our vision is a strong social enterprise movement as part of a thriving and productive economy in all parts of Greater Manchester that makes it one of the best places in the world to grow up, get on and grow old.

Our People, Our Place. The Greater Manchester Strategy specifies the need for a Greater Manchester Social Enterprise Strategy. The Greater Manchester Social Enterprise Network has led the work to develop this document in consultation with partners in the public, private and voluntary sectors.

¹ Greater Manchester Combined Authority (2017), Our People, Our Place: the Greater Manchester Strategy.

Our legacy

Greater Manchester is the historical home of social enterprise. The first Co-operative Congress was held in Manchester in 1827 and the Rochdale Pioneers established a consumer co-operative in 1844 on Toad Lane in Rochdale. Although other co-operatives preceded it, this became the prototype for societies in Great Britain and went on to become today's Co-operative Group, which is still based in Greater Manchester.

Our potential

Social enterprise has an important role in achieving the overall vision for the future of Greater Manchester, including both an inclusive economy and public service reform.

For example, there is potential for existing or new social enterprises in fields such as:

Consumer markets:

- providing digital infrastructure that reflects local requirements
- providing community-led and community-owned housing and land ownership
- emergent enterprises meeting environmental challenges, such as community energy, retrofit, renewables and supply infrastructure
- providing ethical finance services, including for people in or at risk of debt
- reclaiming high streets for new uses in response to new retail markets
- providing new and more diverse cultural experiences based on strong grassroots movements, such as in heritage, visual and performing arts

Business markets:

- offering new and alternative economic opportunities for young people and older people
- expanding activity and markets for tech for good
- providing organisational vehicles for social innovation and makerspaces
- enabling greater economic activity in disadvantaged towns and neighbourhoods and by disadvantaged communities of identity
- creating scale, co-operation and collaboration for people in insecure employment and the gig economy
- developing the capacity to supply goods, works and services to established sectors, such as construction, digital and logistics

Public services:

- new forms of public service delivery in fields such as early years
- new models of public transport that meet the needs of citizens and communities, rather than relying entirely on market forces
- alternative ownership of green and natural resources
- reclaiming ownership of public utilities

- increasing the locally-based social enterprises meeting health, well-being and social care challenges, as an alternative to corporations
- local and social ownership of community assets

Our aims

Recognising that social enterprise is part of a wider social economy, this document sets out ideas for developing a strategy that will deliver a new kind of inclusive economic activity in Greater Manchester that:

- socially – invests in the strengths of everyone to create a fairer, more equal society
- economically – creates opportunity for all parts of the population, with the benefits of prosperity distributed fairly
- environmentally – protects and improves the environment and ensures prudent use of natural resources

This is important because Greater Manchester needs to:

- create a fairer, more inclusive place to live for all
- realise the potential within all its communities
- rebalance its economy for everyone to benefit fairly
- enable the sustainable delivery of public services
- provide an environment that supports health and well-being

Social enterprise will help to achieve these outcomes by being at the forefront of a new wave of ethical and socially responsible business in Greater Manchester. Social enterprise will become central to a new 'Greater Manchester approach' to doing business that creates a more inclusive, diverse and vibrant economy.

Support for social enterprise should be driven by requirements of social enterprises. It should therefore occur at the most local level possible, closest to where it will have its effect, especially in locations and communities where social enterprise can make the greatest difference.

Aims and outcomes

Aim: Build a social enterprise movement that is more confident, more coherent and more wide-reaching.

Principle: Stimulate inclusive collaboration between social enterprises.

Outcome: Social enterprise recognised as a driving force in Greater Manchester, with a growing proportion of total business and the social economy expanding.

Social enterprise should develop as a broad, confident and successful movement: one able to make its case, exert influence and find strength from within. To realise the full potential of social enterprise, we must:

- foster co-operation and collaboration that ensures a strong and diverse community
- ensure appropriate forms of representation that enable social enterprises to gain influence in decision-making processes
- build evidence and awareness that convinces others about the benefits of social enterprise and informs its development

Abram Ward Community Co-operative

Abram Ward Community Co-operative was established in 2013 to create a 'bottom up' approach to growing the community, and also Wigan Borough. It is based at Platt Bridge Community Zone, Wigan Borough's first community business hub, from which it completed a community asset transfer in 2014. From there, it provides advice, support and training to the local community to help establish social enterprises and community businesses.

The co-operative has developed a neighbourhood planning forum to allow the community to have their say on both economic development and health and well-being. It has also developed the Wigan Borough Social Enterprise Network, and works with it to address issues identified by the community.

The co-operative is one of seven organisations across the country that are part of the Power to Change 'Empowering Places' programme. Through this, it has created a Buy Local brand named 'Made in Wigan', which aims to reduce inequality via the growth of community businesses.



Aim: Build the capability of social enterprise through a combination of investment, business support and leadership development.

Principle: Support continuous communication and interaction.

Outcome: A capable, investment-ready and well-led social enterprise sector in Greater Manchester.

There should be an evolving and successful movement of social enterprises (small, medium and large) that put people and the environment before profit, but which can still achieve commercial success. This is a delicate balance that requires the right blend of finance and external support. To realise the full potential of social enterprise, we must:

- ensure a social finance market appropriate for social enterprise that provides the level and type of capital necessary to sustain the sector, and that prioritises positive social and environmental outcomes
- provide tailored specialist and generic business support that work in tandem to encourage and support social enterprise
- foster stronger leadership in organisations, developing governance, capability and practice

4Lunch

4Lunch is a social enterprise that delivers cookery courses, food business training and catering in Greater Manchester.

It works in collaboration with other organisations to bring these learning opportunities to people that would otherwise not be able to access these activities.

4Lunch's mission is to create social change within communities by unlocking the power of food. It cooks with communities, inspires new learning and changes perceptions. Since being established in 2013, it has worked with 600 people.



The next challenge for 4Lunch is to generate enough profit from trading to reinvest into tackling social problems like school holiday hunger.



Aim: Build dynamic markets that are open to social enterprises and in which they can thrive.

Principle: Encourage social enterprises to trade with public, private and voluntary sectors, as well as consumers and other social enterprises.

Outcome: Strengthened activity and growing income of social enterprise in Greater Manchester (increase in number of social enterprises, sustainable activity, and increased market opportunities).

If the social enterprise community is to move from the margins to the mainstream, it must strengthen its presence in diverse markets. It must capitalise on the appetite of consumers, public agencies and businesses to buy ethically and sustainably. To realise the full potential of social enterprise, we must:

- develop a systematic, inclusive approach to understanding the economy and anchor institutions and to identifying opportunities
- initiate a revolution in consumer markets, establishing a brand that is known and trusted by the general public
- make more significant in-roads into public service markets, working as a trusted partner with public agencies
- play an active role in business markets, and in doing so seek to transform corporate relationships and behaviours

SharpFutures



SharpFutures is a social enterprise that supports diverse young people into employment in the creative digital and tech sectors. By offering a range of services and opportunity including apprenticeships and work experience, it nurtures the transition into work, whilst responding to the fluctuating needs of creative digital businesses.

Over 5,000 young people have accessed new and innovative learning and work opportunities through SharpFutures. Its clients include ITV, BBC, Cisco and some of the leading independent games, video, web design and graphic design agencies across Greater Manchester.

SharpFutures has generated a social impact worth £2.4 million over five years, equating to nearly £8 in social value for every £1 spent with it. With 65% of apprentices previously long-term unemployed or in low paid and unskilled employment, it has also generated a saving of almost £0.5 million pounds to the public purse.



Aim: Build on potential by making the most of assets available to social enterprise – human, physical and virtual.

Principle: Nurture a culture of learning through social enterprise that maximises the potential of all.

Outcome: Assets coherently mobilised to support new social entrepreneurs and develop social enterprises in Greater Manchester.

If social enterprise is to flourish over the long term, it will need to make the most of the collective talents, creativity and assets available. To realise the full potential of social enterprise, we must:

- work with and through the education system and other institutions to inspire a new generation of young people and young adults committed to social enterprise
- stimulate, incentivise and support entrepreneurship that is for the wider good of society and of the environment
- nurture employability through, and for the benefit of, the social enterprise movement
- acquire and develop physical assets that can strengthen communities and support the development of social enterprises

Tameside Digital Infrastructure Co-operative



TDIC brings together public and private sector organisations to create and share new digital infrastructure in and around Tameside. The co-operative model enables the sewing of public and private assets into a shared integrated fibre network that serves business, public sector and citizens. Private and public sector members can access the fibre and exchange points, allowing them to build and operate advanced digital connectivity services.

Public sector members use TDIC to improve services and save costs. Private sector members use TDIC to create advanced internet and telecommunications services for sale to businesses and consumers in Tameside. Network builders and investors can use over 50 kilometres of fibre spine network to make better use of investment funds and accelerate deployment.

TDIC's co-operative model guarantees neutrality, ensuring non-exclusive, non-preferential access to the shared infrastructure. This lets SMEs, investors and public sector bodies to work collaboratively. This minimises 'overbuild' and fruitless competition, while leaving small, agile providers free to innovate and compete. TDIC also reinvests its revenues in network development, ensuring compatibility with the economic and social objectives of its public sector members.

