



BISHOP
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A SOCIAL ECONOMY STRATEGY FOR GREATER LINCOLNSHIRE 2021 - 2031



RESEARCH REPORT



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PROLOGUE: Learning from Covid-19

The Covid-19 Pandemic came to the County during the research phase of the production of a Social Economy Strategy for Lincolnshire. This pandemic has cast the County's Social Economy in a new light. As Lincolnshire County Council's Communities and Volunteer (CV) Cell began (on 22 March 2020) to coordinate action, the County's Social Economy began to execute it.

Within three days of the CV Cell call to undertake a range of support actions for the vulnerable, over 380 community groups in the County had registered. Within a week, over 6,000 individuals also had registered to volunteer. This was very much part of the 'front line' of essential jobs, in feeding and looking after the vulnerable, coming from the Social Economy.

On the food front line alone, the Lincoln Food Banks – Trussell (Acts), The Lincoln Community Larder and the Lincoln Mosque – joined forces to form an Emergency Response Group. The New Life Community Larder in Sleaford, the Horncastle Community Larder, and Wragby Children Eat Free all had broadened their services to feed known vulnerable people in their communities. Primary schools in Washingborough and Gainsborough were doing the same. And a range of churches and the YMCA developed their own local food supply schemes. Cllr Richard Wright, leader of North Kesteven District Council was able to comment in an email to the County Council Public Health 'Healthy Weight' group (Sun 29/03/2020 12:14):

“Well done to you all - fantastic response. Nobody obviously wants to be in this situation, but the community response has been unbelievable. Keep up the good work”.

A similar picture emerged nationally. On 25 March, the government called for help in the Health and Social Care Sectors, hoping for 250,000 volunteers. Within 36 hours 650,000 had registered. The Government target was increased to 750,000 on 27 March and this was exceeded by 1 April. This is compelling evidence of the resilient and 'front-line' nature of the social economy. Indeed, the majority of front-line action in Covid 19 has taken place in the public sector and the Social Economy.

Indeed, many conventional economy organisations have fallen back on Social Economy models. The Castle Hotel in Lincoln began providing meals free of charge to NHS front-line workers. The Priory Hotel in Louth did the same, working with the Boars Head, the Auction House, the Woolpack and Lincoln Russet to

cope with demand. The Salted Orange Food Company in the county set up a partnership with Age UK to feed the county's vulnerable. Sainsbury's developed 'volunteering' systems where people could shop for others in their community.

As well as demonstrating the resilience of the Social Economy, Covid-19 has brought new social economy models (and warnings) into mainstream debates. When growth economies shut down, for whatever reason, Social Economies (and their ways of working) tend to step in to help out. Who would have thought in 2019 that the benefits of a Universal Basic Income would be debated on the news on an almost daily basis in 2020? And as the negative consequences of globalisation are more seriously articulated, the advantages of place-based local development are coming to the fore.

Some points from a March 20 2020 blog by Julia Unwin, the 2017 – 2019 Chair of the Independent Inquiry into the Future of Civil Society merit reflection:

<http://www.juliaunwin.com/nine-things-ive-noticed-this-week/>

- The pandemic has confirmed, if it was ever needed, that global shocks hit the poorest people most.
- We've learned that people do look out for their neighbours and friends, and that a dense network of connections is keeping people going, supporting their well-being and offering practical help. Support really is local, mobile and social – and the outpouring of local support and friendship has been astonishing and heartening to see.
- We've learned that 1:10 of us in the lower half of incomes can work from home, and 9:10 of us in the higher half can and that really matters because it makes our economic prospects so hugely different. The Universal Basic Income has its detractors but if ever here was a time for it, it is now. It is feasible, effective and could remove economic anxiety from a nation already massively anxious.
- And we've seen the very best of what we can do as humans, as community networks and as big institutions, moving to support, to salvage and to save. The generous leadership, ability to organise, willingness to forsake brand and position and just make change happen, has seen the very best of us at the very worst of times.



ACKNOWLEDGEMENTS

This research report has been a team effort. It has arisen from much discussion amongst the steering group (see chapter 1) and a range of other parties interested in the potential of the social economy.

Special thanks go to Professor John Shepherd, Emeritus Professor of Geography at Birkbeck College, University of London, for much helpful advice on data relating to the size and composition of the social economy in England and Wales. In particular we are indebted for permission to use data that he has supplied on Community Interest Companies for our County analysis, summarised in chapter four of this report and assessed more fully in the second research report of this project: the social economy of Lincolnshire.

Professor Paul Courtney, Professor of Social Economy in the Countryside and Community Research Institute at the University of Gloucestershire also has provided much helpful advice and invaluable suggestions in relation to chapter five on how to measure impacts in the social economy. Richard Collins, Creative Director at Sortified, a Lincolnshire social economy consultancy also has provided additional helpful comments on this chapter.

The report contains a number of Lincolnshire examples to illustrate a range of points. We are thankful for permission to use these, from:

Development Plus,
Mint Lane Well-being Centre,
Lincoln Community Larder,
Lincoln Food Partnership

In order to obtain qualitative data regarding the local social economy, a number of organisations gave their time to share their views with us, and we are very grateful to them for this.

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BGU is a Supporting Member of Social Enterprise UK.



PART I – THE SOCIAL ECONOMY

“As more places around the UK focus on inclusive growth it is essential that the social economy is no longer left out”.

Andrea Westall, October 2017

Strategy and Policy Consultant, Senior Visiting Fellow, Open University

1. Introduction to the Project

Purpose

This project as a whole has the purpose of producing a meaningful and realistic Social Economy Strategy for the County of Greater Lincolnshire as a means of unlocking the full potential of the County’s people and communities.

This ‘Review’ document (which describes the profile and nature of the social economy in general) is the first of two research reports. The second is a Survey and Analysis of the Lincolnshire social economy. Together they provide the evidence base to inform the development of the Greater Lincolnshire Social Economy Strategy itself.

Context

There has been a considerable growth in the production of Social Economy (SE) Strategies over the past ten years in most western countries. This has been in recognition of the role that communities themselves can play in stimulating local economies effectively within an increasingly globalising market economy. They also have been seen as a response to new imperatives beyond the market, particularly in relation to the climate crisis and sustainable development, ageing populations, social care, loneliness and social isolation and those who fall through the welfare net.

Growth in SE Strategies also has taken place to fill gaps left in the public provision of social, environmental and welfare services, as public expenditure has declined. Austerity has accelerated their production amongst communities seeking to help themselves.

European national governments have responded to the EU’s Social Economy priority (which recognises the growing importance of the sector in employment and wealth creation) by producing national social economy strategies. Scotland’s Social Enterprise Strategy of 2016, for example, has been an early adopter in this context and the Social Economy Strategy for Spain was produced in 2017, closely followed a regional level strategy for Madrid. A significant range of others was being finalised by the beginning of 2020.

A UK Government response came in late 2016 with the establishment of the Inclusive Economy Unit based in the Office for Civil Society (Inclusive Economy Unit, 2020) within the Department for Culture, Media and Sport and the Inclusive Economy Partnership (HM Government, 2020a) followed in 2017 to implement social economy projects (but not within a national Strategy framework). The Minister for Civil Society has responsibility for social enterprise and social investment and the Social Economy Alliance (2020) supports all social impact focussed businesses (Social Economy Data Lab, 2020). Some regional and sub-regional strategies also are being developed, for example, in York, North Yorkshire and East Yorkshire and in Liverpool. All of these are drawn on in this research review.

Lincolnshire

This growing recognition of the importance of the Social Economy, and its more recent formal structuring into Strategies, provides a unique opportunity for Greater Lincolnshire, and its Local Enterprise Partnership (GLEP), to become a national lead in the development of an English sub-regional/county scale Social Economy Strategy, that has the capability to achieve and measure impact as well as more traditional measures of output and employment. Chapter 12 of this report provides a review of the work of the other English LEPS in this area, from an empirical survey. Examples of existing 'good practice' in the Lincolnshire Social Economy are provided throughout this report in blue boxes. Useful examples from elsewhere are contained in green boxes.

The work in this report builds on work undertaken by Involving Lincs in 2015, which was a study of the 'Third Sector' in Greater Lincolnshire LEP area at that time (Involving Lincs, 2015). Using the National Audit Office definition of the third sector (see section 2 below) this earlier study provides some idea of the 'value' of the third sector to the LEP area. Results of this 2015 a survey are integrated into this report.

Research Approach

The project derives from discussions held at a meeting hosted by Cooperative Development Lincolnshire of 30 September 2019, attended by a range of County Social Economy Organisations (SEOs). It was held to discuss ways in which SEOs might be better co-ordinated and orchestrated in the County in order better to deliver social economy goals. In discussing a range of social Economy Strategies (SES) in the UK and Europe it was considered that some form of SES for the County would assist this orchestration.

An *ad hoc* group was set up in November 2019 to steer this development, comprising:

Simon Beardsley, CEO, Lincolnshire Chamber of Commerce.

Nigel Curry, Co-chair, Lincoln Food Partnership

Sarah Fletcher, CEO Healthwatch Lincolnshire (from March 2020)

Gail Jackson, DCEO YMCA/Community Lincs (to February 2020)

Elaine Lilley, Former CEO of the EBP, life fellow of Social Enterprise UK.

Sarah Moseley, Enterprise Development Manager, Bishop Grosseteste University.

James Murphy, joint CEO, Lincolnshire Community Foundation.

Jane Powell, Group Secretary, Lincolnshire Coop and Cooperative Development Lincolnshire.

Kay Purle, Data Analyst, Lincolnshire Open Research and Innovation Centre, Bishop Grosseteste University

Allison Webb - Head of Careers, Employability and Enterprise at Bishop Grosseteste University, Lincoln, who chaired this group.

The research is in three parts. Part I and II the *review work* contained in this volume, was conducted between January and May 2020. Part III is an empirical survey and analysis in Lincolnshire, through secondary data collection, qualitative interviews and focus groups. This was conducted between March and October 2020.

2. What is the Social Economy?

This section introduces a range of terms used in the Social Economy (SE), to clarify the scope of this report and the locus of the Greater Lincolnshire Social Economy Strategy. It is organised in two parts – organisational forms and purposes and, secondly, economic systems.

Organisational Forms and Purposes

The Meaning of the Social Economy (SE)

There are many definitions of the SE, built around its organisational forms, its purposes and its characteristics. In terms of *organisational* forms. Moulaert and Ailenei (2005) claim that essentially, the SE is made up of the voluntary, non-profit and co-operative sectors (with a wide range of legal forms) that are formally independent of the state. A range of these organisational types is considered further in section 3. In Moulaert and Ailenei's (2005) terms, these organisations include the Church; the Church is certainly an important part of the SE in Lincolnshire.

It is important to note, however, that if organisational forms are defined too precisely it is easy to miss small groups and organisations who do not engage in the infrastructure services or wider partnership working of the larger charities and social enterprises. As Involving Lincs (2015) notes, such smaller groups - largely self-funded and self-run (for example older people's lunch clubs) - are the fabric of communities (not least in rural areas – of particular importance to Lincolnshire) and play a critical role in the vibrancy and impact of the sector.

In respect of *purposes* of the SE, the European Commission (2020a), defines these narrowly as

“making profits for people other than investors or owners” and “to serve members rather than a return on investment”.

Janus (2018) adds to this: the SE invariably places the individual and social objectives over those of capital.

Heap *et al* (2017) in the context of Liverpool define these *purposes* more broadly as being the achievement of social justice through entrepreneurship; the development of social innovation; ethical asset acquisition, procurement and commissioning; supportive financial and business advice; the development of partnerships, and the establishment of an institutional support infrastructure.

For Scotland, the main *purposes* of the SE are those of community, employment and environment (including carbon reduction) delivered through blended economic and social goals in pursuit of a fairer, more equal society and an inclusive economy (Scottish Government 2016, page 4). This recognises the need for a radically better way of organising the economy for the benefit of all. Moulaert and Ailenei, (2005), too, suggest that the SE seeks to combat social exclusion, and to work to improve deprived localities. The importance of place-based development (Social Economy Data Lab, 2020) – such as localities - is considered further, later in this chapter.

In terms of the *characteristics* of the SE, the EC (2020a) considers the SE to be concerned with social, societal, environmental and carbon reduction development in pursuit of the public interest, rather than financial return. Even if SE Organisations (SEOs) operate within market activity, their goals are invariably societal rather than market ones, and in achieving this, SEOs are participatory, democratic and inclusive (Scottish Government 2016). DiDomenico, Haugh & Tracey, (2010) even suggest that to qualify as a Social Enterprise, some form of trading activity should take place, to merit being called an enterprise. This need only be a small part of the work of the SE, however (DTI, 2002), and is not a universally held characteristic.

Collectively, the SE is seen as an ecosystem (Social Economy Data Lab, 2020) with collaboration, partnership and reciprocity, operating on the principles of solidarity and sustainability rather than profit (European Commission, 1996). The European Parliament (2016) considers the social economy to benefit particularly from the ubiquity of social networks as a result of the digital revolution, which provides access to information for a wide range of people.

These definitions of the SE are constantly changing as the sector develops (Scottish Government, 2016) but are consistently about objectives other than profit maximisation and provide a commitment to use all assets and surpluses for the public good, and to operate for the wider interests of society.

Drawing these discussions together and acknowledging particularly the approach adopted in Liverpool by Heap et al (2017), the following definition of the social economy has been adopted for this study.

The **social economy** is made up of charities, social organisations (including community interest companies), cooperatives and self-help initiatives that produce and distribute market and non-market goods and services, for societal, environmental and carbon reduction purposes, employing people inclusively, fairly and with dignity. It does this through democratic participatory processes and distributes surpluses amongst members in a variety of ways. It also includes supportive anchor institutions such as universities and housing associations who hold a clear social purpose, able to spend their revenues, procure services and deliver contracts in ways that make the whole economy more social, inclusive and just. Often those involved in the social economy will campaign on behalf of others who have less power to influence, and who may find themselves excluded from mainstream markets.

The ‘Third’ Sector, the ‘Not for Profit Sector’ and the Voluntary and Community Sectors

Understandings of the SE are often clouded by a variety of terms that are used to describe organisational forms that sit between the public and the private sectors.

The Northern Bridge (2020) and the National Audit Office (2020) characterise the third sector (perhaps a little unhelpfully!) as anything that is not in the public (state) or private (profit-making, private enterprise). It includes voluntary and community organisations (both registered charities and other organisations such as associations, self-help groups and community groups – see chapter 3), social enterprises, mutuals and co-operatives. Some independent public sector spin-offs such as housing associations commonly are considered to fall into the third sector. Moulart and Ailenei, (2005) note that the SE and the Third Sector are terms that are commonly used interchangeably.

There is some agreement that the third sector is independent of government and values driven, motivated to achieve social goals (for example, public welfare, the environment and carbon reduction, well-being) rather than to distribute profit. The NAO (2020) also characterises third sector organisations as those that reinvest rather than accumulate surpluses in the pursuit of their goals and are commonly termed ‘*not for profit*’ organisations as a result.

Some consider the ‘third’ sector to be a derogatory term because of the implication that it is a residual of the public and private sectors.

Most commentary on the meaning of the *voluntary and community sector* conflates it with the other organisational forms considered in this chapter. For example, Reach Volunteering, (2020):

“The ‘voluntary and community sector’ refers to organisations whose primary purpose is to create social impact rather than profit. It is often called the third sector, civil society or the not-for-profit sector. The voluntary sector is independent from local and national government, and distinct from the private sector. Charities are the largest single category within the voluntary sector. Others include community benefit societies and co-operatives, not-for-profit community businesses or community interest companies (CICs), credit unions and small informal community groups”.

But its distinctive importance in relation to the SE is that it mobilises a considerable ‘volunteer capital’ which is largely missing from national, regional and local economic accounts.

The Office for National Statistics (2017) notes, for example, that the numbers of people volunteering in the UK has been increasing year on year since 2000. In the year 2015 41% of UK males and 42% of UK females

volunteered but the average time spent volunteering declined – reflecting busier lives – 11 minutes a day for men and 16 minutes a day for women. Some 27% of the national population volunteered at least once a month (Green, 2017) and in England in 2018 21 million people were recorded as volunteering during the year (NCVO, 2020).

High income households volunteer more than low-income households (ONS definitions – women 50% and 38% respectively, men, 48% and 33%) but low-income women spend 64% more time volunteering than high income women. For men there is little difference in volunteer time by income band. In respect of age, 16 – 24-year-olds of all genders volunteer most, in terms of proportion and time, and of these, students have the highest propensity.

From these data, total volunteer hours amongst frequent volunteers (more than once a month) is declining slightly and in 2015 was 1.9 billion. This has an imputed value to the economy ((ONS, 2017) of £22.6 billion – *but this is only frequent volunteering* (NCVO, 2020). It is about 1.5% of GDP (see chapter 5 of this report). Imputed figures are most commonly taken from the average weekly wage (for example, Volunteer Scotland, 2020) or median weekly earnings (ONS, 2019), (used to derive the above figures). Frequent volunteering is about 3 times the size of the agriculture industry, for example, in respect of its contribution to GDP but it is not accounted in the wealth of the nation.

It also merits mention here that there are also reservoirs of ‘unpaid work’ elsewhere in the local economy which, in contrast to volunteering, involve some kind of obligation. The Humberside, Lincolnshire and North Yorkshire Community Rehabilitation Company, for example, manages all offenders given Community Orders, Suspended Sentence Orders and other sentences. Other ‘unpaid work’ might also result from things such as GP referral schemes and Social Prescribing. Whilst not mandatory, these are ‘officially recommended’.

For the purposes of the development of the Greater Lincolnshire Social Economy Strategy the ‘third’ sector, the ‘not for profit sector’ and the ‘voluntary and community sectors’ are each considered to lie within, but not define, the SE.

Civil Society

Civil society has developed a specific meaning within the SE as part of a more explicit UK government project. It developed in tandem with notions of ‘citizenship’, where people work as a community of interest or a community of place (or both) to achieve common interests through collective activity (Parker, 2002). These notions have been popularised through successive government encouragement such as ‘the Consumer Citizen’ (Major) the ‘Third Way’ (Blair) and ‘the Big Society’ (Cameron). Gordon Brown even produced a White Paper in 2008 under the title, ‘Belonging’. Often characterised as genuine empowerment, others have considered these citizenship movements driven by Government because of the need to reduce the unsustainable cost of the welfare state (Christopoulos (2006)).

Again for this study, ‘civil society’ lies within, but does not define, the SE.

Lincolnshire Example: Civil Society – the Lincoln Climate Commission

This partnership of ‘communities of interest’ provides a collective, inclusive approach to make Lincoln a ‘net-zero’ climate resilient City. It comprises a range of groups including Transition Lincoln, Lincoln Low Carbon Partnership, Lincoln Transport Taskforce as well as private companies (Siemens), the University of Lincoln, community organisations and the City of Lincoln Council which declared a climate and environmental emergency in July 2019.

It aims to harness the collective energy, vision and ambition of key stakeholders across the City of Lincoln to deliver a step-change in its response to the climate emergency consistent with the Sustainable Development Goals of the United Nations.

Economic Systems

As well as a range of organisational forms relating to the SE, there is also a range of terms for constructions of ‘the economy’ that have a bearing on the SE. The most salient of these of these briefly are reviewed here.

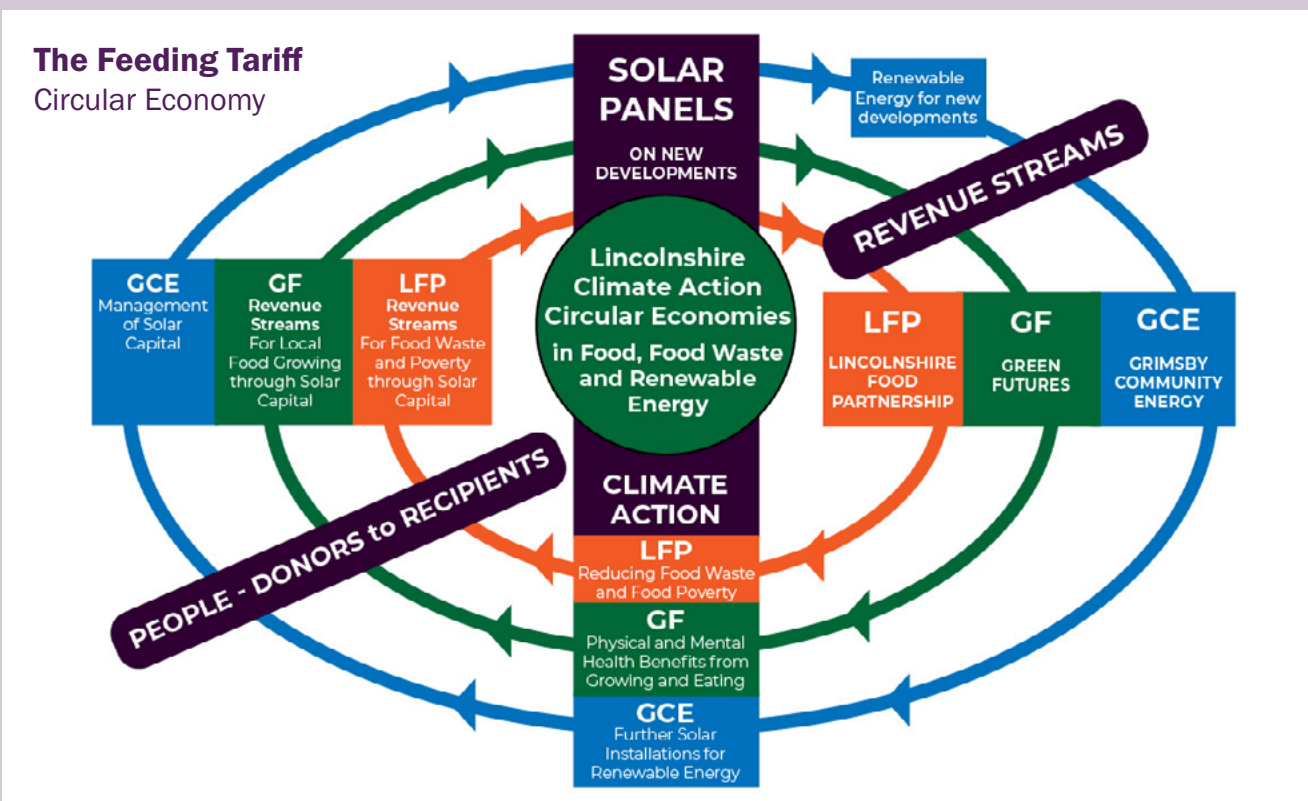
The Circular Economy

The circular economy (Geissdoerfer *et al*, 2017) is an economic construct that seeks to move from a ‘linear’ economy which describes the resource process as ‘take – make – dispose’ to an economy concerned to eliminate waste and the increasing use of (in particular) non-renewable resources. Circular systems are concerned to ‘reuse, share, repair, refurbish remanufacture and recycle’ to create a close loop system. This is designed to minimise resource use, waste, pollution and carbon emissions. Such an economy thus makes a positive contribution to the purposes of the SE.

This approach, for example, is a cornerstone strategy for the York/North Yorkshire/East Riding Local Enterprise Partnership (2020a) (see section 11 below) – Circular Yorkshire - which aims to be the UK’s first ‘Circular Region’, seen as necessary, in particular, to meet the UKs zero carbon targets. This is being piloted in Malton and Norton (York/North Yorkshire/East Riding Local Enterprise Partnership (2020b) as the ‘market town’ is seen as the most appropriate place-based scale at which to pilot it. Replicable results are intended.

Lincolnshire Example: The Circular Economy – the Feeding Tariff

Grimsby Community Energy (GFE) is working with the Lincoln Food Banks (LFB), Green Futures (GF) (a community food growing project in Grimsby), Community Asset Plus (a community property group) and the University of Lincoln, to place solar panels on the roofs of the University. This will allow local energy generation (used by the University at a lower cost than from the Grid) which will provide an income. The income is to be shared between reinvesting in further local renewable energy (GCE), feeding those in food poverty from waste food (and creating a more nourished local workforce and better-fed more attentive school children – LFB) and local food growing projects which promote better physical and mental health and put local food (with short food miles) back into the food system (GF). The initial capital expenditure will create revenue streams for all of these activities for 20 years – the hardest kind of income to secure from charitable sources.



The Inclusive Economy

The 'inclusive economy' places emphasis on the way that wealth is *distributed* rather than created. The OECD (2020) notes that all G20 nations are committed to a 'move towards' inclusive market economies. And the Scottish Government (2016) notes that the SE is particularly effective at bringing about inclusive economies and achieving inclusive and sustainable economic growth because of its explicit concern with fairness in how wealth, income, resources, performance and opportunities are *distributed*. Inclusive growth, they say, is where growth and tackling inequality are mutually supportive. This requires fair work and well-paid jobs.

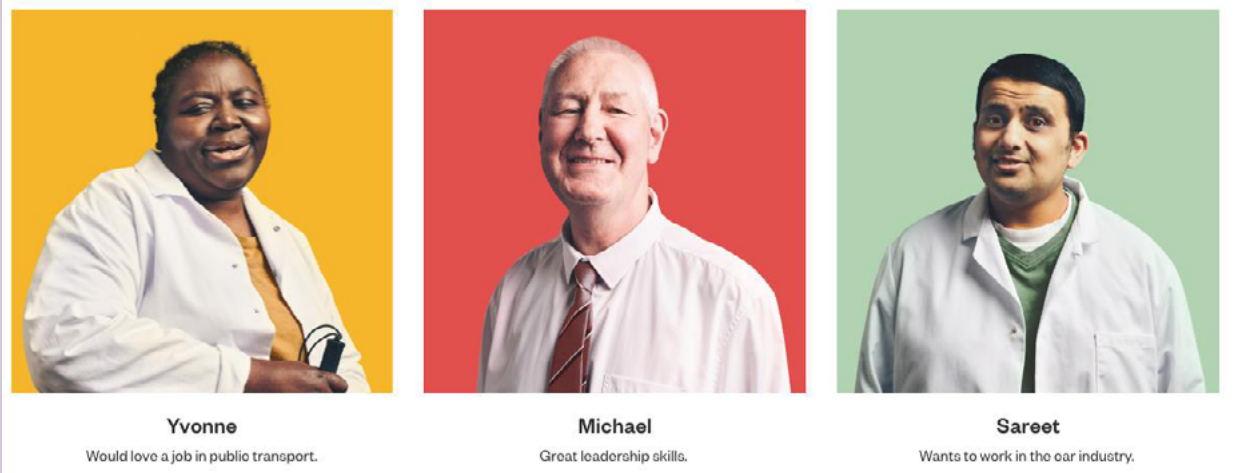
In general, SEs have a particular role to play in tackling inequalities. They can tackle the underlying causes of poverty in pursuit of fairer, healthier and happier places. This often means that SEs employ those furthest from the labour market. SEs are also good at tackling discrimination and prejudices (particularly in respect of race, gender, disability and human rights) (Scottish Government, 2016). Inclusive economies also require balanced economies which, in the case of Lincolnshire, requires that particular attention is given to rural and coastal areas. The SE is particularly pivotal in achieving this in these areas.

The Inclusive Economy - Better Considered

On the face of it, Better Considered is just another company that makes soap. But they actually are in business to provide fair employment and decent wages for disabled people. Over 80% of their staff are disabled, so it works. But they do more than that. Their 'Steal Our Staff' scheme actively seeks to give their staff work experience, and then act as a shop window for others to take them into different types of employment, in line with their respective ambitions. That works too. You can steal these staff here:

betterconsidered.org/stealourstaff

(www.thedrum.com/creative-works/project/tbwa-beco-steal-our-staff)



The Sharing Economy

The 'sharing economy' often is used in tandem with the term 'collaborative consumption' and 'peer economy', and refers to an economic model based in sharing, swapping, trading or renting products and services, enabling access over ownership (Botsman 2013). These activities are often considered as social innovations (see below) moving towards a more sustainable society, and are commonly Internet mediated (Martin *et al*, 2015). Freecycle, and Frengle provide good 'organised' examples, but local 'unorganised' exchanges are becoming increasingly ubiquitous. In general they are critiqued for being 'under the fiscal radar' in terms of tax avoidance and for eroding labour rights (Smith and Seyfang, (2013). On the other hand, they are good at making use of otherwise underused resources, reducing waste and enhancing social capital, through 'sharing' (Hexeltyne *et al*, 2013) – a critical part of the 'circular economy;' (see above).

The sharing economy is considered to be most well developed in the areas of local currencies, cohousing, community energy and digital fabrication.

Place-based Development

Place-based development recognises that different areas have very different opportunities to drive economic, social and environmental change. Barca et al (2012) show that development based on places rather than sectors is effective at integrating such changes, especially in less developed areas. This is particularly so in a globalising economy where attention given to local places can provide an economic counterbalance to global markets.

Placed-based approaches to development have a long history in the EUs attempt to stimulate rural areas (of particular importance to Lincolnshire) through a series of Integrated Rural Development Programmes. Here, localised and interdependent development (commonly termed endogenous development) blends with selective trading with more distant places (termed neo-endogenous development). In Scotland, for example, a third of all SEOs are in remoter rural areas (Scottish Government, 2016). Like a systems approach to development (see below) this approach focuses on an holistic approach to both activities and objectives (Carnegie Trust Rural Programme, 2010).

Lincolnshire Example: Place-based development – Equity: Gainsborough

With funding from a range of local sponsors, including West Lindsey District Council, the Key Fund, the Lincolnshire Community Foundation and Voluntary Centre Services, 'Equity: Gainsborough' is a place-based project designed to create a sustainable social economy that promotes well-being for the population. Gainsborough is a place with high needs, and significant deprivation where areas of the town have been neglected. Through a partnership, it is committed to developing a vibrant local community-led social economy that is sustainable, thriving and improves lives.

Importantly, this is to be based on an understanding of the resources of the place and their interconnectedness, to shape the pace in an equitable way. Services, products and activities are to be developed from the collective priorities of the local population

Systems Approaches to Development

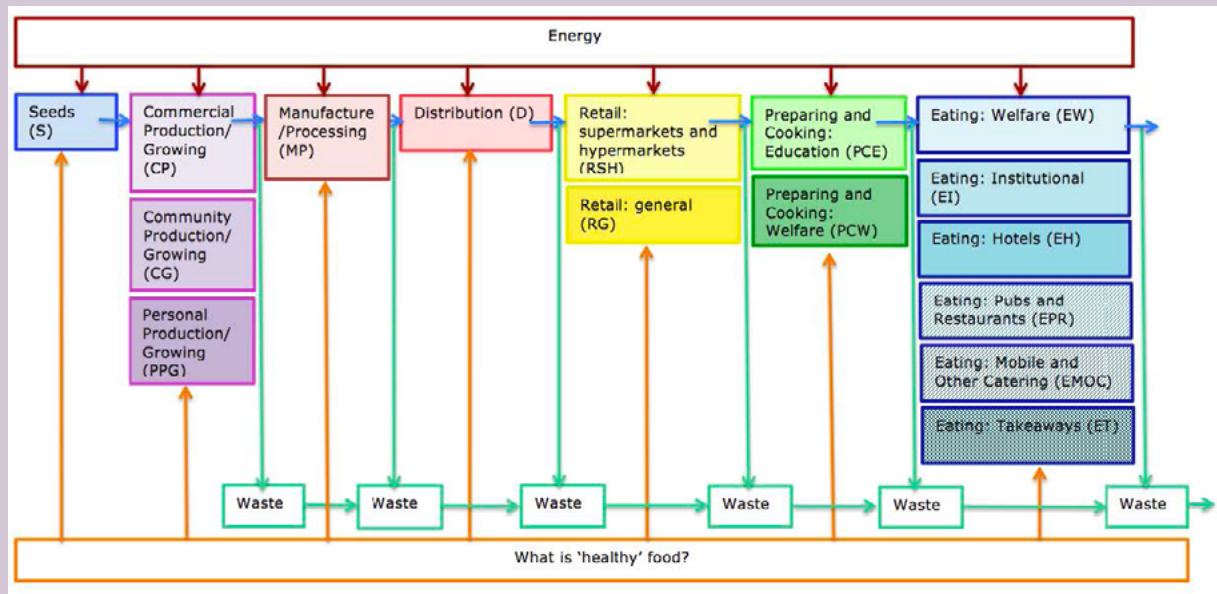
Conventional market economies tend to be organised in sectors (and national economic data are collected sectorally through the Standard Industrial Classification (SIC)), but economic (and social and environmental) life is often more complicated than this, operating through a series of mutual economic dependences which are part of an economic *system*. The systems view of an economy attempts to take a more holistic view of these interdependencies so assess how mutually supportive of each other they can be. This is particularly important in a place-based approach to development (Cruz et al (2009)).

A systems approach to development therefore involves a diverse range of stakeholders working together across a wide range of skills. It requires a degree of trust, as not all stakeholders will have the same knowledge of all parts of the system and must defer to the knowledge of others. This tends to create communities of learning. The goals of systems development are about collective gain rather than that of the individual units within the system (Sala et al (2015)).



Lincolnshire Example: Systems Approach to Development – the Lincoln Food Partnership

The Lincoln Food Partnership (LFP), a Constituted Unincorporated Association, is formed of stakeholders of all parts of the food system (from production, through processing, distribution, retail, cooking and eating) with non-market interests in food waste, food poverty, food health and food education. It seeks to make links between market and non-market aspects of food to blend market activity with environmental, health and community objectives simultaneously.



Social Innovation

Innovation – the conversion of ideas both old and new into benefits (Adams and Hess (2008), Osborne and Brown, (2013)) – has been dominated in commercial markets by technical and economic innovation: the commercialisation of science and technology (OECD, 2011). These types of innovation have been found to have limitations in both environmental (Hargreaves *et al*, 2013), and social (Stilgoe *et al*, 2012) terms. They tend to be complex and ‘top down’ rather than socially inclusive and bottom up (Dargan and Shucksmith, 2008).

Social innovation (and ‘grassroots innovation’) on the other hand is concerned with local conditions and needs, able to draw on local knowledge, governance structures and experience – a “collective and creative mutual learning process with exchange of knowledge” (DeFilipis, (2001), p60). It is central to the development of the SE.

Social innovation is thus concerned as much with processes and their outcomes as with as outputs – it empowers communities through changes in attitudes, behaviours and perceptions. (Moulaert *et al* 2013) and requires collective (rather than individual) action, common interest, collaboration, critical mass and social networks (Neumeier, 2012). Moulaert and Ailenei (2005) claim that social innovation in the economy is mainly about the (re)introduction of social justice into production and allocation systems. Perhaps not surprisingly, the European Parliament (2016) considered SEOs to be the most innovative in respect of social innovation.

Policies specifically for social innovation have been driven by the EU over the past 10 years in developing its importance as a source of growth and jobs, sharing ideas and supporting innovative social entrepreneurs and social investors. These policies have been characterised as inconsistent across EU departments, despite a growing interest in social innovation (Reynolds *et al*, 2017).

Policies for social innovation should: offer funding for early-stage initiatives and scale-ups; provide supportive regulatory and legal frameworks; open up public procurement processes; use public assets in socially innovative ways; and raise awareness and build skills (Gabriel, 2020).

Key Points for Lincolnshire

- The SE for the purposes of this study is defined on page 9.
- SEOs in Lincolnshire range from large organisations such as the Lincolnshire Cooperative to small informal lunch clubs. SEOs include the County's churches of all denominations.
- The SE in Lincolnshire is particularly effective in addressing social and economic problems in Lincolnshire's rural areas and more deprived wards.
- Much of the SE tends to be place-based rather than sector based. This is again valuable for developing Lincolnshire's rural areas.
- SE goals are to serve the community through a range of social purposes through collaboration, partnership and reciprocity.
- Volunteering in the SE is on the increase in the UK and has a value to the UK economy about 3 times the size of the agriculture sector. There are also systems of 'obligatory' unpaid work in the County.
- The Circular Economy is one form of the SE, and to the north of the County, the 'East Yorkshire' LEP is aiming to become the UK's first 'Circular Region'.



3. A Taxonomy of Different Types of Organisation in the Social Economy

The Social Economy is composed of a great plurality of actors. The main difficulty for defining the Social Economy is clarifying the distinction between the different forms of Social Economy activity: Social Economy enterprises, Social Economy organisations, Work Integration Social Enterprises (WISE) and non-profit organisations.

Eurodiaconia (2020)

As has been noted in chapter 2, there are various terms used to characterise the SE as a whole. *Within* the SE, there is also a diverse range of different organisational forms, some legally constituted and others informal. This compounds the problem of defining the SE and determining its size (chapter 4). Further, there is overlap between different types of SEO, some are subsets of others and a number of SEOs are registered as more than one type of SEO.

A range of SEO types is briefly reviewed in this chapter as in the table below. The EU definition of the social economy comprises 4 types of organisation: co-operatives, mutuals, associations (which include informal groupings) and foundations (which include charities) (European Parliament, 2016). Those that have been given formal recognition in the UK have been grouped into these four types as far as possible .

Rather than citing all sources, a general set of information on these organisational forms is presented at the end of this chapter. Where relevant, a Standard Industrial Classification number has been assigned as this would allow the identification of how many organisations in the UK fall into each category. Most SEOs, however do not have an SIC number identified because these are types of organisation (often place-based) rather than industrial sectors.

Cooperatives (categories in green shading are analysed as one group for the numerical assessment in chapter 5. Other colours are groups analysed separately in chapter 5)

	SIC number (from 2007)
Cooperative (C)	none
Credit Union (CU)	64921
Land Trust (LT)	none

Mutuals

	SIC number (from 2007)
Local Exchange Trading Scheme (LETS),	none
Mutual Benefit Society (or Association) (MBS)	none
Time Bank (TB)	none

Associations

	SIC number (from 2007)
Community Interest Company (CIC)	none
Community Group (CG)	85321 (charitable) 85322 (non-charitable) 91330 (community centre, community organisation)
Constituted Unincorporated Association (CUA)	none
Social Enterprise (SEnt)	none

NB. These SEO are grouped in different ways by different organisations. In England and Wales, for example, the Mutuals Register that is used to identify the number of SEOs in Lincolnshire in chapter 5, includes as Mutuals: Benevolent Society; Building Society; Community Benefit Society; Co-operative Society; Credit Union; Friendly Society; Registered Society; and Working Men's Club.

Foundations

	SIC number (from 2007)
Charity (Ch)	88990 (Charity Administration)
Charitable Interest Organisation (CIO)	none
Charitable Companies (CC)	none
Industrial and Provident Society (IPS)	none

Other

Limited Company (by guarantee (not a charity)) (LC)	various
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Cooperatives (Registered Societies)

Cooperative (C): this is an organisational structure owned by individual members and other coops rather than big investors. Members have a voice in how a coop is run (on a one member one vote basis) and profits are reinvested back to members and to the local community. A coop is an enterprise involves mutual assistance working towards a common goal. Generally, where a cooperative benefits the whole of the community rather than just its members, it is termed a Community Benefit Society (Community Shares, 2020).

Credit Union (CU): This is a financial co-operative, providing savings, loans and other financial services to its members. Members rather than investors control the CU. Each member has one vote and volunteer directors are elected from the membership, by the membership (Lincolnshire Credit Union 2020).

Membership of a credit union is based on a common bond. This can be working for a particular employer or in a particular industry, or simply living or working in a specified geographical area which could be as small as a village or as large as several local authority areas.

Credit unions in Britain began trading in 1964, and now provide loans and savings to more than 1.2 million people. In total, 217 million people are credit union members in 105 different countries (Paradi *et al*, 2018)

Land Trust (LT): this, also known as a Community Land Trust, is set up by the community to develop and manage land-based assets that are important to the community. This includes housing, community enterprises, food growing or workspaces. CLTs act as long-term stewards of these land assets. Nationally, they have a particular interest in affordable housing. There are 263 legally incorporated Land Trusts in England and Wales, and including new groups forming, the number is over 300. Over 17,000 people are members of LTs.

There is a national body called the Land Trust which was founded in 2007 by the coming together of Land Heritage, the Page Estate and the Soil Association, specifically to provide community access to farmland (National Community Land Trust Network, 2020)

Granby Four Streets is a Community Land Trust that is redefining neighbourhood regeneration through do-it together approaches. It was the first architectural or housing project ever to be nominated and win the Turner Prize, in 2015 (Heap *et al*, 2017).

Mutuals

Local Exchange Trading Scheme (LETS): Similar to Time Banks (see below), a Local Exchange Trading Scheme is a community-based network where people exchange goods and services without using money. LETS use 'community credits' as mediums of exchange so that people do not have to make direct exchanges at one point in time. LETS credits can therefore be built up over time. As a result, they may be (but do not have to be) a basis for the establishment of a local currency.

There are about 300 LETS schemes in the UK involving about 30,000 people. The main national coordinating body is LETSLINK UK which launched the first LETS scheme in 1991. Since then, they have broadened out to embrace Time Banks, Freecycle, Commercial Barter, Fairtrade Campaigns, and Community Networks of all kinds.

Mutual Benefit Society (or Association) (MBS): An MBS is a mutual society owned and democratically controlled by its members, with the purpose of benefiting members. It usually is concerned with savings and/or insurance as 'cover' for people in times of illness or hardship. They include building societies, industrial provident societies (see below) friendly societies and credit unions (see above). There are over 10,000 of them in the UK.

Time Bank (TB): this is an organisational form that arranges the 'swapping' of hours rather than money. An hour's shopping can be swapped for an hour's dog walking, for example. Money is not normally exchanged (unless it is out of pocket expenses). All hours are the same to reflect the nature of 'gifting' a wide range of skills. It is possible to accumulate time credits, sometimes called 'community loyalty points'. It differs from volunteering in that it is reciprocal.

Associations

Community Interest Company (CIC): these were introduced in 2005 to allow the establishment of a corporate form of social enterprise that could be set up quickly and easily (Shepherd and Haugh, 2013). A Regulator was appointed to oversee the management and administration of CICs.

CICs must satisfy two tests. Firstly, they must be in the interest of the 'community' – either a community of place or a community of interest and therefore must bring benefits to more people than just the members of the CIC. Secondly, they may 'asset lock' their assets to remain in the benefit of the community in perpetuity (Shepherd and Haugh, (2013), Nicholls (2010)). CICs can be limited by either guarantee, or shares (Heap *et al*, 2017).

Community Group (CG): this invariably is run entirely by volunteers, to benefit its own members, improve their local neighbourhood, or run campaigns. The constituted unincorporated association is the simplest form.

Social Enterprise (SEnt): the distinguishing feature of social enterprises as a subset of SEOs is that they sell goods and services, whereas other SEOs might not. Other SEO also might therefore be social enterprises. Social enterprises can be limited companies (registered with Companies House) cooperatives, CICs, sole traders or business partnerships. CICs require an asset lock, but Social Enterprises do not (unless they are also CICs) (Gullands, 2020).

Constituted Unincorporated Association (CUA): this form simply involves a small group of people and a formal constitution, but it has no legal status. Because of this, issues surrounding liability of the CUA, can be complex. Trustees might be personally liable for what it does. Also, it is not able hold certain assets, such as land. It is not registered.

Foundations

Charity (Ch): a charity must satisfy two requirements. Firstly, it must have charitable purposes only (be of public benefit and satisfy one or more of 13 purposes: education, religion, poverty relief, health, community development, heritage, sport, human rights, environment, disadvantage, animal welfare, the emergency services and armed forces). Secondly, it must be subject to the control of the High Court's charity jurisdiction - the court must have the power to make decisions about the administration and purposes of the organisation as a charity. There are four main types of charity structure: Charitable Incorporated Organisation; Charitable Company (limited by guarantee); Unincorporated Organisation; Charitable Trust (see below).

Charitable Incorporated Organisation (CIO): this is a charity but has a wider membership than just the trustees. It requires a constitution as a governing document.

Charitable Company (CC): this a form of Limited Company (see below) in that it may use its assets *only* for charitable purposes and must operate in a way that is in the best interests of the charity.

Other

Limited Company (LC): this is useful for managing staff, land and funding. It is an incorporated organisation with its own legal status which limits the liability of directors in most cases of insolvency. Shares cannot be issued.

General sources of information for SEO forms

Co-operatives UK: <https://www.uk.coop/developing-co-ops/select-structure-tool/full-select-structure>

Fields in trust: types of voluntary organisation:
<http://www.fieldsintrust.org/knowledge-base/types-of-voluntary-organisation>

Financial Conduct Authority: Our responsibilities – mutual societies:
<https://www.fca.org.uk/firms/our-responsibilities-mutual-societies>

Find your Credit Union: About Credit Unions. <https://www.findyourcreditunion.co.uk/about-credit-unions/>

HM Government: what makes a charity (CC4):
<https://www.gov.uk/government/publications/what-makes-a-charity-cc4/what-makes-a-charity-cc4#part-5>

HM Government: Charity types: how to choose a structure (CC22a):
<https://www.gov.uk/guidance/charity-types-how-to-choose-a-structure>

Letslink UK: UK Local Exchange Trading and Complementary Currencies Development Agency:
<http://www.letslinkuk.net>

National Community Land Trust Network: About CLTs:
<http://www.communitylandtrusts.org.uk/what-is-a-clt/about-clts>

Resource Centre: Legal structures for community groups and not-for-profit organisations:
<https://www.resourcecentre.org.uk/information/legal-structures-for-community-and-voluntary-groups/>

Timebanking UK: What is Timebanking? <https://www.timebanking.org/what-is-timebanking/>

Key Points for Lincolnshire

- There is a wide range of organisational structures that operate in the SE and each is suited to different kinds of activity. An operational understanding of each of these will be important for Lincolnshire.



4. The Size and Nature of the Social Economy

There are over 100,000 social enterprises in the United Kingdom, contributing more than £60 billion a year to the UK economy. This is 3% of UK Gross Domestic Product – three times the size of agriculture. The sector employs 5% of the UK workforce and over half of all social enterprises are growing, compared to a third of traditional businesses.

Social Enterprise UK, 2018

Introduction: Data Problems

From chapters 2 and 3, it is clear that the size and nature of the SE is difficult to determine with accuracy (European Parliament, 2016). The Social Economy Data Lab (2020) acknowledges that such data are poorly collected, under-resourced and little shared. Data on the SE are therefore partial and incomplete (Lyon, Teasdale & Baldock, 2010).

Such data are not easily accessed either. There are none held in the Lincolnshire Research Observatory, for example. The Office for National Statistics (ONS), (pers. comm. 13.1.2020) claims that it is difficult to collect data on SEOs, because they fall outside the VAT and PAYE constraints of the commercial sector. Those that registered for taxable purposes, are classified by their economic activity and are indistinguishable from commercial businesses in the same Standard Industrial Classification (SIC) – see chapter 3 above.

European-level Data

Despite these data collection problems, using the European Commission (2020) definition (see chapter 2), it is claimed that there were more than 2 million social enterprises in the EU in 2018, representing around 10 - 12% of EU businesses and more than 6.5% of EU employees (European Parliament, 2016). The EC (2020) also estimates that there are up to 160 million *members* of social enterprises in the EU states.

In employment terms in the European Union, SE employment is estimated to have increased from 5.3 million employees (1990) to 6.4 million (1995) to 8.8 million (2000) (ECOTEC, 200, Borzaga and Santuari, 2003) to 11 million in 2002 (European Commission, 2020) and 14.5 million in 2010 (European Parliament (2016). The SE is clearly a growth economy across Europe.

National-level Data

In general terms, Green (2017) asserts that the SE in the UK is large and pervasive. It is present in all parts of economic activity and at all levels (from neighbourhood support to high level skills and growth). The size of SEOs ranges from two volunteers working together, to McMillan, Oxfam and the NSPCC.

Green (2017) maintains that it is the small community groups that provide a social glue, but are often overlooked in data assessments of the SE. She estimates that there are over 1 million such community groups, based around place-based interests and local knowledge that invariably are missing from SE data.

The SE also is *growing* in size, making an increasingly important proportionate contribution to the overall UK economy (Involving Lincs, 2015). And much of this increase in size has come about to fill the gap created by deep cuts in local authority budgets (What Works Centre for Local Economic Growth, 2019).

This is evidenced by the SE having an increased role in delivering public services. In 2008, 14% of SEOs (in a sample of 44,000) felt that this was their main role but by 2010, 24% of organisations felt that it was their main role (Cabinet Office, 2011). The core of this 'gap filling' was felt to lie in addressing social and environmental problems. Because of this, Lepoutre et al. (2013) assert that much growth in SEs is geographically found in areas with higher levels of disadvantage.

Others (NCVO (2020), Harding (2006)) claim that there are also a more than proportionate number of SEOs in rural areas than in urban areas, per person, - important for Lincolnshire - although these tend to be smaller and with a more local reach.

Some studies have been undertaken into the size of different organisational types of SEO in the UK (see chapter 3).

Cooperatives: Coops UK (2020) assert that there are more than 7,000 independent coops across the UK, working in all parts of the community. Together they contribute about £37.7 billion to the British economy and are owned by 13.7 million people.

CICs: The Office of the Regulator for *Community Interest Companies* (CICs) (2020) keeps data on CICs. There were 14,254 CICs on public record (the Companies House Register) nationally at the end of 2018, a 9% growth on the previous year. Some 28% of these are based in the 20% most deprived areas in the UK (Regulator of Community Interest Companies, 2019).

Within these aggregate data, 15,619 CICs were registered between August 2005 and March 2015 and 4,411 were dissolved. There are slightly higher rates of formation in Scotland than in England. To March 2015, the East Midlands has the third fastest rate of formation of CICs of the nine English regions (Shepherd (2020) pers com, 1).

Shepherd (2020, pers com, 1) also notes that nationally, there is an exact correlation between the growth of CICs and relative deprivation. The more deprived an area (measured by the index of multiple deprivation) the higher the rate for formation of CICs. In rural areas the incidence of CIC formation is higher where there is a high proportion of single people, older people, part time workers and routine manufacturing and agricultural jobs (Shepherd J, pers com, 2).

Data have been collected to 2015 but there are none readily available from that time, as it is necessary to get the Regulator to ask Companies House for the raw data and there is no guarantee that she will do this (Shepherd J, pers com, 3).

Charities: for registered Charities ONS data (Charity Commission, 2020) shows 168,186 Charities in England and Wales as of September 2018 with a collective annual income of £77.4 billion. The number of charities is growing over time by at least 5,000 (Guardian, 2000) and their income is increasing too. Ainsworth (2015), however, points out that there are only registered charities with incomes over £5,000 a year (below this, the ONS does not collect data) and uses National Audit Office data to suggest that there are over 180,000 charities that are not registered.

Non-profit bodies and mutual associations: can be identified the Using the NOMIS datasets of the ONS. In the Greater Lincolnshire LEP area (all data in this paragraph), out of 38,085 registered businesses in 2018, 1,015 of them were registered as non-profit bodies or mutual associations (2.7%). For registered micro businesses (0 – 9 employees), these figures are 33,760 (all micro businesses) and 800 registered as non-profit bodies or mutual associations (2.4%). For micro and small businesses (10 – 49 employees) together, these figures are 37,310 (all micro and small) and 960 non-profit bodies or mutual associations (2.6%). For large businesses (250 plus employees) these figures are 120 (all) of which 15 are non-profit bodies or mutual associations (12.5%).

The voluntary sector: the majority (82%) of voluntary organisations in England are micro or small, having an annual income below £100,000. Those with an income above £1 million (small in number) account for 80% of the income of the voluntary sector (NCVO, 2020). Income in the sector continues to grow.

Voluntary organisations in England had a monetary income of £50.89 billion in 2016/17 of which 45% (the largest proportion) came from public donations, either just donated (50%) or for some service (including memberships). Some 31% (£15.8 billion) comes from Government Sources of all types. This has fallen over the past 10 years, particularly from local government (NCVO, 2020).

In 2018, there were 865,916 employees in the voluntary sector in England, up by 11% on 2010. A third work in London and the South East and a third work in the social care sector (ONS, 2019)

Scotland

In Scotland, there have been more than 200 SE start-ups a year from 2014, when an SE Census was introduced, building on 5,000 already existing at that time (Scottish Government, 2016). The SE sector contributes £1.68 billion to the Scottish economy (in GVA) and supports more than 100,000 jobs. Some 60% of SEOs are small, with a turnover of less than £100,000 a year. SE markets tend to be local.

The largest concentrations of SEs in Scotland are in community amenities, arts and creative, childcare and early learning and health and social care. Health and Social Care and Housing account for two thirds of the sector's income.

In the Scottish SE (Scottish Government, 2016) 60% of SE CEOs are women and the average pay differential between the highest and lowest paid is 1:2.5 (in the private sector, the ratio of the average receipts of CEOs of the FTSE top 100 companies to the national Living Wage is 1:386 (the Equality Trust, 2020) and the percentage of women CEOs in the FTSE top 100 companies is 6% (and they earn only 4.2% of the FTSE top 100 companies salaries) (Institute of Chartered Accountants in England and Wales, 2020).

The SE sector in Scotland is particularly good at social innovation (long considered to be critical in sustainable development, relative to technical and economic innovation (European Commission, 2020b). Social innovation tends to be positively redistributive and particularly benefits the young. Innovation education in schools and Universities should place an emphasis on social innovation. Social innovation also has a high propensity to contribute to a more circular economy, providing a productive use for resources that would otherwise go to waste.

A quarter of all Scottish SEOs are explicitly place-based (Scottish Government, 2016).

Sub-national data

Derbyshire and Nottinghamshire

In the Nottinghamshire and Derbyshire LEP area, some 4,800 registered SEOs were identified in 2017, 88% of which were small or micro-organisations with a turnover of £100,000 or less and an average of 4 – 5 employees. Some 21,600 employees worked in the sector generating an income in the two counties of £737.8 million, with an £85 million contribution to GVA. The sector is highly skilled, with 37% of the population having qualifications of degree level or higher (Green, 2017).

Bristol

Bristol has the largest social finance sector outside London. With a highly supportive local authority, it (alongside Plymouth) was recognised as a 'Social Enterprise Place' by Social Enterprise UK in 2013, and Salford, Sunderland and Coventry now also hold this title. In 2003 there were over 1,000 SEOs contributing £378 million to the local economy (over 7% of Bristol's GDP) and employing 11,000 workers – 6% of the workforce. The social economy has grown considerably since then (Heap et al, 2017).

Plymouth

Plymouth has developed a tight definition of SE status, referring to some 150 SEOs, which together employ 7,000 people and generate £500m per annum. The sector has the full backing of the City Council, which has developed an innovative Social Enterprise Investment Fund. In 2016, this committed £2.5 million over four years to the sector offering social organisations a mix of capital loans and grants, aimed at creating employment in deprived areas. This has leveraged a further £2 million (Big Society Capital, Big Lottery, Crowdfunding and the Community Infrastructure Levy). The Plymouth Social Enterprise Network (PSEN) provides an overarching infrastructure for funding and contracts.

Liverpool City Region

In the Liverpool City Region, there are about 1,400 SEOs (2.2% of all registered companies). Of these, 623 are registered charities, 276 social enterprises, 113 clubs and membership organisations, 5 universities, 122 other educational establishments, 127 social businesses, 103 cooperatives. Together they account for £4.4 billion of assets, £2.9 billion of revenue and 45,400 jobs (Heap, et al, 2017). Some 2.5% of these organisations generate 75% of the sector income.

In Liverpool, 44% of SEOs were less than five years old and over 60 % less than 10 years old. They are young growing in number (Heap et al, 2017)

An Assessment of the Size of the Social Economy in Lincolnshire

A full assessment of the number and type of SEOs in the County is contained in Part III of this volume. The approach has been to identify as many the different types of SEOs in the Greater Lincolnshire LEP area as possible, reflecting (but not synonymous with) the national-level data breakdown into SEO types above in the national assessment. A full assessment of SEO types is contained in Chapter 3 above, although available data do not allow each type to be identified separately and some data group different SEOs in different ways.

Data are available at the LEP Greater Lincolnshire level for four main groupings of SEOs – Charities (a category held to include Charities, Charitable Interest Organisations and Charitable Companies- see chapter 3); Mutuals (the Mutuals Public Registrar of the Financial Conduct Authority includes in this category: benevolent societies, building societies, community benefit societies, co-operative societies, credit unions, friendly societies, registered societies, and working men’s clubs – all but the last of these is defined in chapter 3); Community Land Trusts, and Community Interest Companies.

For these four categories, all data sources, and data issues, are articulated in Appendix One and a number of geographical breakdowns also are analysed there, within the Greater Lincolnshire LEP area. LEP-level summaries only, are presented here, and a summary table is presented below.

Type of Social Enterprise	Greater Lincolnshire LEP area
Charities	3181
Mutuals	70
Community Land Trusts	8
Community Interest Company	305

Numbers of different SEOs in the GLLEP area in 2020 (sources: Part III)

Charities: registered Charities have increased in number in the LEP area between 2005 and 2020 by about a quarter. Where charities are also registered at Companies House, they can be assigned a Standard Industrial Classification (SIC) code. Although only 250 of them can be so assigned, they do give some idea of the distribution of charities in the LEP area, by sector.

Industry Sector	Number
Arts, entertainment and recreation	62
Human health and social work activities	51
Other service activities	42
Education	38
Administrative and support service activities	13
Information and communication	9
Accommodation and food service activities	7
Professional, scientific and technical activities	7
Real estate activities	6
Transportation and storage	4
Public administration and defence; compulsory social security	3
Activities of extraterritorial organisations and bodies	3
Agriculture, Forestry and Fishing	3
Water supply, sewerage, waste management and remediation activities	1
Manufacturing	1
	250

Charities that are also registered at Companies House, by SIC sector, GLLEP area (2020) (source: Part III).

The most popular activities here are consistent with the growth in ‘contracted out’ services from the local authority sectors as they have fallen into decline with funding cuts and austerity. As a broad indication of financial robustness, just over 60% of all charities in the GLLEP area show a surplus of income over expenditure, in their most recent published accounts, and a further 6% show a balanced account.

Involving Lincs (2015) estimated that at that time, charities in the GLLEP area spent over £407 million in 2015. The majority of spend is by the 44 Charities in the county with a turnover of over £1 million.

Mutuals: of 218 mutuals ever registered in the GLLEP area (the first being in 1851), 33 had been registered between 2005 and 2020 and only 70 were still active in 2020. Indeed, of the post 2005 33, a third of these de-registered in this period also, suggesting an instability in this SEO form. The 70 mutuals in 2020 are distributed across the mutuals categories as in the table below.

Mutual Type	Number
Benevolent Society	0
Building Society	0
Community Benefit Society	8
Cooperative Society	2
Credit Union	1
Friendly Society	1
Registered Society	49
Working Men’s Club.	9
	70

Active registered mutuals in the GLLEP area in 2020, by mutual type (source: Part III)

Community Land Trusts: There are three of these established in the county and a further five under formation. There are two of these each in East Lindsey, West Lindsey and Lincoln City, one each in North Kesteven and South Holland.

Community Interest Companies: this SEO form came into being only in 2005 and by 2019 there were an estimated 305 in the GLLEP area. Their rates of formation are growing, and those who have ceased trading are low in number. They operate in the following SIC sectors:

Industry Sector	Percent
Education	27
Arts, entertainment and recreation	15
Administrative and support service activities	14
Human health and social work activities	11
Information and communication	10
Other service activities	8
Accommodation and food service activities	5
Professional, scientific and technical activities	5
Construction	1
Public administration and defence: compulsory social security	1
Real estate activities	1
Water supply, sewerage, waste management and remediation activities	1
Wholesale and retail trade: repair of motor vehicles and motorcycles	1
	100

Proportion of Community Interest Companies by SIC sector, GLLEP area (2020) (source: Part III).

As with charities, the most popular activities here are consistent with the growth in ‘contracted out’ services from the local authority sectors as they have fallen into decline with funding cuts and austerity.

Further indications of the size of the SE in the GLLEP area come from a range of other sources.

Involving Lincs (2015) asserts that SE in the County was getting larger in 2014 but had increased workloads, reduced capacity and increased uncertainty. They estimated that the SE employs 14,000 people in the Greater Lincolnshire LEP region. The sector has a considerable concern for training and CPD, generating skills (often practical) that benefit the whole of the Lincolnshire economy. In the LEP area in 2014/5 over 4,500 jobs were created in the sector and there was a considerable commitment to employing ‘new entrants’ (for example apprenticeships) in small organisations, to ‘bring people on’.

Estimates of the ‘value’ of volunteer hours in Lincolnshire in 2015 (Involving Lincs, 2015) were the equivalent of £298 per member of the population, per year. This equates to a value of over £3 billion in volunteer hours for Greater Lincolnshire as a whole, generated by small community groups operating at a local level.

Overall, it is likely that the SE is growing in size and importance in the County, possibly accounting for more than 10% of businesses and 6% of employment. It is growing to fill the gap created by deep cuts in local authority budgets – and is growing most quickly in rural and in disadvantaged areas.



5. Measuring Success in the Social Economy: Different Approaches

“Traditional metrics of economic performance, such as GDP or at a regional level GVA, are a poor guide to social and economic welfare. They also do not tell us anything about how the opportunities and benefits of growth are distributed across different spatial areas and social or income groups”,

Cumbria Local Enterprise Partnership, Industrial Strategy 2019, page 12

The limits to Gross Domestic Product in measuring economic success

Increasingly, international bodies and national governments are questioning the adequacy of historical measures of economic progress in the modern world. Conventionally, *Gross Domestic Product* (GDP) for economies (or *Gross Value Added* (GVA) for areas, industries or sectors, (Webber et al, 2009)) measures the size of the economy in terms of its output of goods and services, but it has no interest in measuring national well-being: it measures how many cars are produced, but not how much they pollute or the cost of traffic accidents that they cause; it measures how many chocolate bars are produced, but not their (financial and emotional) impact on obesity.

A growth in GDP is seen conventionally as a ‘good’ thing even though the resultant national well-being may be negative. Stiglitz *et al* (2020) a Nobel Laureate, points out how GDP is inadequate for measuring physical and mental health, social capital, environmental impacts, education, community participation and the distribution of wealth. All of these are becoming more important in the agendas of national governments.

The New Economics Foundation (2020) also notes how the measure of GDP in the UK is constantly ‘adjusted’ over time to make the measure appear more successful - the shift from using the Retail Price Index to the Consumer Prices index, for example, to make inflation look less problematic. And more recent measures of the ‘GDP deflator’ allow Official statistics to show that living standards have been increasing in the UK since 2015, whereas removing these statistical deflators shows that they have not been (New Economics Foundation, 2020)

Tied to GDP are notions of (and an almost ubiquitous commitment to) *Economic Growth* (measured by increases in GDP). This has a longer heritage of critics who argue that increasing individual wealth has diminishing impacts on positive well-being (Galbraith, 1958) and actually can reduce happiness because of the responsibilities it can confer (Layard, 2005). Growth also has environmental and social costs, leads to an irretrievable loss of natural capital (Mishan, 1967) and is using up the world’s natural resources at an exponential rate (Club of Rome, 1972). Most significantly, economic growth leads to increasing inequalities of wealth (from local to global) (Mishan 1967, Wilkinson and Pickett, 2010).

Most of the problems associated with using measures of GDP and Growth to measure the ‘success’ of the economy are problems that SEOs aim to tackle: SEOs are driven by a passion to improve the world in which they live, in an ethical way, rather than be driven by the need to make a profit (Scottish Government, 2016). This holds popularity with the population at large, too. A YouGov poll in May 2020 found that eight out of 10 people would prefer the Government to prioritise health and well-being over economic growth during the coronavirus crisis, and six in 10 would still want the Government to pursue health and wellbeing ahead of growth after the pandemic has subsided (Guardian 2020)

Different approaches to interpreting economic performance

The move away from GDP as a means of measuring ‘success’ in the economy is relatively recent. A number of countries are now adopting different yardsticks. The Organisation for European Cooperation and Development (OECD) has developed a ‘Better Life Index’ based on a range of well-being indicators (OECD, 2018, 2020). Other countries have developed variants of this. *India*, for example, is adopting an ‘Ease of Living Index’ which measures quality of life, economic ability and sustainability (Kapoor and Debroy, 2019). At the most comprehensive, *Bhutan* has adopted a measure of GNH (Gross National Happiness) which has 9 domains (Health; Use of Time; Psychological Well-Being; Education; Cultural Diversity; Good Governance; Community Vitality, Ecological Diversity and Living Standards) (Bergink J (2015)).

In its December 2019 budget *Iceland* introduced well-being measures to replace GDP with metrics developed in association with Nicola Sturgeon (*Scotland's* First Minister) and Jacinda Ardern (Prime Minister of *New Zealand*). This was the first national budget agreed between these two prime ministers and Katrín Jakobsdóttir, the Prime Minister of Iceland, under the Well-being Economy Governments Initiative of 2018. They have concentrated particularly on inclusiveness, the climate crisis (particularly green energy), public transport, tackling depression, universal childcare and shared parental leave (BBC, 2019).

Forming out of the Well-being Economy Governments Initiative, the Well-being Economy Alliance (Well-being Economy Alliance, 2019) has developed to embrace a range of organisations, alliances, movements and state bodies from around the world, seeking to transform economic systems into ones that are measured by human and ecological well-being. At its most generic, these are achieved through:

Dignity: everyone has enough to live in comfort, safety and happiness;

Nature: a restored and safe natural world for all life;

Connection: a sense of belonging and institutions that serve the common good;

Fairness: Justice in all its dimensions at the heart of economic systems, and the gap between the richest and poorest greatly reduced;

Participation: Citizens are actively engaged in their communities and locally rooted economies (Well-being Economy Alliance 2020)

These kinds of construction of well-being are now used as the basis for the overall outcomes frameworks for Scotland and Wales and are deployed as a means of agreeing general economy targets. In the UK as a whole, the Office for National Statistics and OECD use this approach for the Measures of National Well-being Dashboard. The organisation 'What Works Wellbeing' provides useful resources on local indicators for local authorities to use to gain insights into their residents' well-being this assessing how they are doing (What Works Centre for Economic Growth, 2019).

Approaches to measurement

SROI

But how are these wider characteristics of well-being actually measured? It is now widely established that an approach called Social Return on Investment (SROI) can capture some of these well-being measures well. Social Return on Investment (SROI) differs from Return on Investment (ROI) in that the latter compares profit to capital invested (WHO, 2017) but only takes pecuniary market value into account. It ignores externalities (social, health and climate impacts for example) and the notion of the public good, or well-being. SROI seeks to accommodate these wider values. These measures will never be definitive, of course, because by their very nature, some of them cannot be ascribed a monetary value.

The real strength of SROI can be found in the way it is tailored to specific projects or programmes, together with its inclusive approach to stakeholder engagement throughout the process. Amongst other things this enables production of a stakeholder-driven theory of change that ensures the relevant outcomes are captured, and that the relationship between them is mapped so as to avoid double-counting. This focus on outcomes can also be regarded as a strength, not least because it ensures that the important things are measured, not simply the things that are relatively straightforward to measure.

Indeed, the main challenge in producing robust impact estimates lies in the development of tools and protocols to facilitate measurement of change in the identified outcomes. This in self provides an important metric, whether or not the outcomes are monetised though the application of proxies to allow calculation of a financial equivalent, or approximation, for the social value generated through each one. Some of these proxies are tailored to individual calculations, while others come from more established databases. Social value is then commonly expressed as 'for every £1 spent there is a social return of £x'.

In addition to generating a benefit-to-investment ratio, the process of monetisation allows a broad range of outcomes to be viewed in a common currency, which in turn allows their relative significance to be acknowledged and compared. But this monetisation should not be viewed as reductionist in the sense that potentially life-changing outcomes are simply reduced to an empirical set of costs and benefits in a spreadsheet. The real value in this exercise comes with understanding these metrics in the context of the qualitative narrative that informed their development, and very often from wider evaluative exercises which preceded that.

Lincolnshire Example: the social value of the Mint Lane Well-being Centre

Since 2011 a building in Mint Lane, Lincoln, had been used by a partnership of mental health support groups as a community well-being centre. They became aware that, to secure its future, they needed to acquire the freehold from the owners, Lincolnshire County Council, who proved to be willing sellers. But how was the market price to be determined? A real estate *price* for the building was agreed, but what was the social, or 'well-being' *value* of the building?

Independent consultants, Sortified, undertook a Social Return on Investment (SROI) for all of the activity taking place in the building. They were able to identify three groups of well-being benefit that the building provided:

Preventions	Reductions	Improvements
Prevention of Mental Health (MH) Social Work Input	Reduction in Social Isolation	Improved Health and Wellbeing
Prevention of MH Community Support	Reduced Homelessness	MH Recovery
Prevention of MH Inpatient Hospital Admission	Reduced Food Poverty	Increased Employment
Prevention of Suicide	Reduction in Self-harm	Improved Healthy Eating
Crisis Prevention	Reduction in alcohol related hospital admissions	Improved access to Skills and Training
	Reduced Stigma	Increased Volunteering
	Reduced Depression and Anxiety	Improved Community Cohesion
		Improved Healthy Eating

Using established values for these benefits (for example, the benefit of preventing an incomplete suicide in the UK in 2010 was estimated to be £66,797 - Knapp, et al, (2011)) Sortified were able to determine the overall well-being value of the Centre to be just over £6.1 million, and over three quarters of a million of this could be identified as a benefit to the Lincolnshire County Council - in the costs saved from having to provide social care, public health and other services.



Difficulties in measurement

Many of the proxy values are now widely agreed in national accounting (Purwohedi and Gurd, 2019), but others require some assumptions to be made (if your social enterprise has saved on mental health costs, for example, how can you be sure that it was entirely *your* social enterprise that achieved these savings), and likelihoods to be estimated.

It might also be necessary to take into account how likely the SROI is to being an *actual* saving as to a *potential* saving or efficiency. This often depends on how universally accepted the proxy values are.

Institutional adoption

The UK Social Value Network (now Social Value International) is a world leader in SROI methods (WHO, 2017) and they have produced a guide and stages in the conduct of SROIs (Social Value International, 2020). This complements and develops the Government's own Office of the Third Sector guidelines (Nicholls *et al*, 2009). The SVI stages are:

- Involve stakeholders
- Understand what changes
- Value the things that matter
- Only include what is material
- Do not over-claim
- Be transparent
- Verify the result

It is now possible to become an approved practitioner of SROI through Social Value International. Notable SROI reports that are relevant here include Courtney's (2014) SROI of the £50m Lottery funded Local Food Programme; Wright and Schifferes (2012) SROI report on Growing Social Capital; and Courtney *et al*'s (2017) evaluation of the Rural Community Energy Fund (RCEF) whereby SROI was used to generate social coefficients for inclusion in the accompanying CBA model.

Milestones in the development an application of SROI are being increasingly documented in the peer reviewed academic literature. Some notable critiques and applications of the SROI method to the third and health sectors include Maier *et al* (2014), Millar and Hall (2013), Courtney (2019), Baker and Courtney (2018); Baker *et al* (2019) and Ashton *et al* (2020).

Key Points for Lincolnshire

- The value of the SE to the county is larger than its Gross Value Added (GVA) to the County economy when its non-monetary benefits are taken into account.
- Social Return on Investment (SROI) is an increasingly accepted way of measuring these benefits, and there are a range of practitioners in the County with expertise in undertaking these kinds of evaluations.

6. Advantages of the Social Economy

The Social Economy is good at responding to non-market issues where complex decisions are required. The most urgent of these are in the domains of poverty and deprivation. The most important, in the areas of climate change and global warming.

(adapted from Heap et al, 2017)

As with definitions of the SE, discussions about the advantages offered by the SE and SEOs are widespread. They can be grouped into five broad areas: dealing with complex issues; generating non-market benefits; social cohesion and social inclusion; saving on public cost, and economic benefits.

Dealing with complex issues

Multiple objectives and complex decisions

The Scottish Government (2016) shows, through a number of examples, the particular advantages of SEs in tackling tough and complex issues well, being able to tackle them at source. These issues embrace non-market criteria such as sustainability, health, poverty and zero carbon and SEOs do this by developing and tackling multiple objectives simultaneously. Heap *et al* (2017) articulate some common complex issues from their surveys:

- social justice, social entrepreneurship and equality
- social innovation
- asset acquisition
- procurement and commissioning
- finance and investment
- institutional support infrastructure (*Heap et al, 2017*)

Through addressing these complex issues, SEOs also generate multiple benefits, such as GVA, jobs and social value, simultaneously (Heap, *et al*, 2017). Often this is achieved by adopting a systems approach to development (see section 2 above).

The What Works Centre for Economic Growth 2019, page 3) sums up the nature of complex issues dealt with by SEOs in the context of the individual:

Take a specific example of a single parent who is long-term unemployed and suffering from depression. Is the cost-effective intervention to start with a mental health intervention to help address their depression? Or should we focus on better childcare to help them get a job, thereby relieving their worries about income and helping them tackle their depression this way? Or perhaps the problem is with a disruptive child and the most cost-effective intervention tackles the problems the child is facing.

At this level of the individual, SEOs are able to speak out for people and their needs by interfacing with the public sector and with wider society. Such activity may be based on a local, drop-in advice service for people with unmanageable debt, right through to a charity's national communications campaign (on child cruelty, for example) (National Audit Office, 2020).

Partnerships

A common vehicle for dealing with complex issues is the development of partnerships both within the SE and in various combination with the public and private sectors. Involving Lincs (2015) found in their survey of the Greater Lincolnshire LEP area, for example, that over 70% of SEOs worked in partnership (invariably in a place-based context). Such partnerships were observed to have been developed for funding applications, service delivery and in the development of good practice.

The National Audit Office (2020) considers that the culture of SEOs to work in partnership clearly works to the benefit of the public sector. These benefits vary across policy and geographical areas. But commonly they include:

- a better understanding of the needs of service users and communities that the public sector needs to address;
- closeness to the people that the public sector seeks to reach;
- an ability to deliver outcomes that the public sector finds it hard to deliver on its own;
- innovation in developing solutions; and
- performance in delivering services.

A number of authors (for example Link and Scott (2019)) have noted however, that partnerships can be limited when a lack of funds in the SE leads to those who otherwise might have worked in partnership find themselves competing against each other for resources. In addition, organisations within a partnership will rarely put the partnership above the value of objects of their own organisation (Nederhand and Klijn, 2019)

Generating non-market benefits

Because of the purposes and characteristics of the SE (section 2 above) it is widely considered to have advantages in delivering non-market goods, particularly in the social, health, environmental and zero carbon domains. It can therefore deliver 'Positive Society Impact', which is missing from GVA and regional GDP data (Bauer, Guzman and Santos, 2012).

The European Parliament (2016) also suggests that there is a range of non-market benefits that derive from the SE being distinctive in considering the primacy of the person, having a concern for social and economic balance and democratic governance and ownership. Again, such characteristics do not show up in national accounts. Heap et al, (2017) echo this: the SE provides socially valuable services and builds relationships between people that the market cannot provide – often as charities, self-help initiatives and through voluntary action.

Button and Bedford (2019) provide a specific example of these advantages in relation to social care. They note that social care services were delivered largely by the state in the 1970s. In 2019, 83% of residential care is provided by the private sector, 13% by the social economy and 4% by the state. The state still provides £20.4 billion to support this outsourced service but £10.4 billion is paid for by service recipients with no state support (Department of Health and Social Care, 2017)

Button and Bedford (2019) claim that democratic models of ownership (in the SE) of these services are important because such services need to be:

- legally bound to follow a social mission because of the non-market nature of the benefits that they provide;
- accountable to those both providing and needing support (Dromey and Hochlaf (2018));
- organised as locally as possible.

Social Cohesion and Social Inclusion

Social cohesion

Matai and Dorobantu (2015) explicitly claim a clear advantage the SE lies in developing social cohesion. The SE has a high capacity to empower, encourage active participation, secure commitment and counter social exclusion. Heap *et al* (2017) also note that the SE trades in goods and services that cater for, and are often produced by, people excluded from mainstream markets, or in areas suffering from market failure – often as social enterprises or community businesses. In this way, the SE makes use of, and builds, social capital (Evan and Syrett, 2007) and generates social improvement - a critical factor in economic success (Green, 2017).

Social Inclusion

The SE is also considered to have clearer advantages in facilitating social inclusion. Wilson (2015) suggests that participation and involvement are essential elements of social well-being and help to combat loneliness. Many SE organisations make a positive contribution to the quality of life. Involve Lincs (2015), for example, note that together, Village Halls, Parent Teacher Associations and Arts Activities account for over 22% of ‘charitable’ activity in the County but only 3% of charitable spend. Their main benefit takes place outside of the monetised economy.

The SE too, is particularly good at including the young and the old, often in the domains of health and social care (Scottish Government, 2016). It is noted in the North West of England, too, that SEOs are highest per proportion of the population in the poorest areas: they operate where markets fail and where the public sector has retreated because of austerity. In Liverpool, over half SEOs are in the first two deciles of deprived areas but only 5% in the 9th and 10th deciles (Heap *et al*, 2017). Critical social issues are thus at the core of the objects of SEOs (Heap, *et al*, 2017) and the SE tackles the most persistent and stubborn of problems as a result

Saving on Public Cost

This advantage of the SE lies in its emphasis on cooperation, self-organisation and reciprocation, reducing the need for welfarist interventions (Wilson, (1997), Grootaert, (1997)). High levels of volunteering, self-help and mutual aid in the SE (Knight *et al*. (1998), Hall, (1999)) are an integral part of this process.

Heap *et al*, (2017) note the ability of the SE to deliver essential public services, such as health and social care, for commissioning bodies in the public sector, such as local authorities, Clinical Commissioning Groups (CCGs) and Policy and Crime Commissioners (PCC) in cost effective and non-bureaucratic ways. The SE can perform civic roles and provide essential services, such as utilities, social housing or higher education, to a general population where the public sector never has or no longer does.

Economic Benefits

The economic advantages of the SE are widely reported and fall into four groups.

Job creation and work environments

The OECD (2013) notes the lower costs of job creation in the SE than in either the public or private sectors, as well as the higher levels of volunteering as work experience. The SE also is good at creating temporary employment for those transitioning back into the workplace (Matai and Dorobantu, 2015) and it often provides training and personal skills development explicitly for this purpose.

Deloitte’s (2020) report on mental health in the workplace, notes that the SE also has been shown to be particularly successful at creating sympathetic work environments. They note that SEOs invariably have objectives or missions that give explicit priority to the mental health of employees.

The report estimates that poor mental health cost the UK economy more than £43 billion a year in 2018, a 16% increase since 2016. The problem, the report notes, is particularly acute in the public sector because of the lack resources in the context of austerity. And in the private sector the main causes of mental health problems are seen to be short term contracts, poor employer support and job insecurity. The SE has a lower incidence of mental health problems than either of the other two sectors.

Leadership in local economic development

Leadership in the SE is considered to be strong. Purdue (2001) notes an ability on the part of SEOs to develop new cornerstone economic opportunities where the SE can deliver quickly and retain capital locally such as in the housing market. SEs are considered particularly good at local network building in local cultural contexts (Evers and Schulze-Boeing (2001), Lee *et al* (2004)), with a particular ability to build community infrastructure in deprived areas (Friedman, 2001).

The SE sector is also the best at social innovation (Scottish Government, 2016), and in the development of social entrepreneurs and social leadership in local economic development (Leadbetter (1997)). And despite their particular expertise in *local* economic development, a high proportion of SEOs have national and international links with other SEO communities, which provide networks for trade and collaboration (Scottish Government, 2016).

In this context, Mansfield and Gregory (2019) note that SEOs have a survival rate three times that of private sector businesses. This has been attributed to sound business models, the pursuit of multiple objectives and, suggest Heap *et al*, (2017), sheer doggedness and determination.

Place-based benefits

Heap *et al*, (2017) have noted that SEOs are most commonly organised around place rather than sector and more than any other sector, get involved in place-based *systems* thinking. This concern for place provides the appropriate forum for considering issues such as deprivation and food poverty successfully, and regenerative solutions that are community-led (Scottish Government, 2016). This empowers local communities to tackle their own issues and offer amore ethical approach to business. In this context, SEOs have been seen to be good at taking on and managing community-owned assets (particularly land, housing and renewable energy) for community regeneration and community empowerment (Scottish Government, 2016).

The SE, because of its local pace-based characteristics also has been observed to have high multiplier effects (Evans and Syrett, 2007). This means that money and wealth circulate widely in the local economy, rather than leaking out creating more jobs per £ spent. The SE also creates low 'trading miles' – goods and services tend to be produced and consumed locally. These are both core characteristics of sustainable development and the circular economy.

Market Responsiveness

Finally, the European Parliament (2016) characterises one of the characteristics of the SE to be an ability to deliver market demands and social needs quickly and effectively whilst retaining capital and employment locally. Because of this, they are considered to have an ability to develop new cornerstone economic opportunities effectively. Heap *et al* (2017) concur, suggesting that such market responsiveness is undertaken in ways which produce greater social value and justice for both producers and consumers.

Key Points for Lincolnshire

- The SE performs well in employment terms, relative to the private sector. Costs per job are lower and the SE is good at getting those 'furthest from the workplace' into jobs. SEOs provide training and a sympathetic work environment.
- Leadership in the SE is strong and business survival rates are three times those in the private sector.
- Local multiplier effects are high in the SE, effectively returning wealth to the local economy.
- The SE is good at dealing with complex issues through partnerships and this benefits both the public and the private sectors.
- The SE is good at generating community benefits (social, environment, climate, health, social care)
- The SE is good at developing socially inclusive economies, particularly in deprived areas, in cost effective ways.

7. Fragility in the Social Economy

The Social Economy is the theatre in which complex multi-faceted issues are addressed and where multiple objectives have to be met simultaneously and a range of value systems reconciled. This places a number of inherent 'fragilities' on the social economy found in neither the public or private sectors.

(adapted from North, 2005).

Despite the advantages of the SE, it also has vulnerabilities. Fragilities in the social economy can be grouped into four types: finance, value, organisations and infrastructure. Complexity also is a fragility in the social economy, but this has been dealt with in the previous section – because of the SE's ability to deal with complexity.

Finance

Fragility 1 - bid writing

The New Public Management approach to service delivery of the late 1980s and early 1990s (in the third Thatcher administration) signalled a shift from *block grant allocations* of public funding (which were not for specific activities, had no particular performance indicators and were able to cover overheads) for many SEOs, to *competitive contracts* for the provision of particular services, with measurable and monitorable outcomes that invariably covered direct costs only (and in cases not even that) (Russell and Scott, 1997).

This shift required SEOs to develop a culture of competitive bid writing under the guise of 'value for money' to the taxpayer. But for SEOs it represented a huge shift of resources into the 'bid' culture and away from their primary delivery function.

As this culture moved to other funders of SEOs outside of the public sector, funding sources for bid writers became numerous, diverse and difficult to access and identify (Treasury, 2002). Tender and application documents were very variable – many SEOs were new to the game (Parker *et al*, 2001) - and contracts complex, often not allowing full cost recovery and offering only payments in arrears (Alcock *et al*, 2004). Steel (2005) notes that these processes placed much of the contract risk with the SE supplier rather than the funder.

But funders too, faced difficulties in this bid culture. Funding pots could be undersubscribed resulting in wasted resources or the spending of money on lower priorities. They could be oversubscribed, leading to applications of merit being unfunded (Taylor, 1998). For many projects, too, the need to secure 'matched funding' became common: other partner funders developed as a condition of the bid. Commonly this matched funding had to come from the private sector. This had equity consequences: those with best access to funding could unlock more funding.

The bid culture also led to the need for SEOs to become more formally and legally constituted (into a Charitable Interest Organisation or a Community Interest Company, for example) before they were able to bid and also often to require a range of supporting policies (see below). Many SEOs are too small to have the capacity to do this.

The short-term nature of this 'bid culture' funding for SEOs was found to occlude the strategic direction of organisations (Carnegie UK Trust, 2006) and cause mission drift. And SEOs increasingly did 'more for less' (Kumar, 1997). Short-term funding blighted long-term employment and career progression placing an increasing reliance on voluntary effort (Russell and Scott, 1997). This has required voluntary effort to become more professional but also more exclusive and exclusionary. In management terms too, Russell *et al* (1995) note that 'bid culture' funding has led to a decrease in donations and endowments as organisations are perceived to have more 'real' income.

Of importance to Lincolnshire, Moseley *et al* (2004), the Carnegie UK Trust (2006) and the NCVO (2004) have collectively considered the development of the bid culture and the growth in the monitoring and evaluation of projects to be the main reason for the growth in SEO costs since the late 1980s in *rural* England.

By 2019, Swerling (2019) notes that nationally, charities spend £1.1 billion a year 'bidding for funds' and two thirds of all bids fail: representing over £725 million of SE wasted effort. This is not about poor bid writing but the ineffectiveness of the whole system where there is simply not enough money to go round. The average charity applies for 22 grants a year at a bid cost of about 18 hours per bid.

Fragility 2 – difficulty of access to finance

The European Commission (2020) notes that *access to finance* is often difficult for SEOs because SE objectives are often more complex than market or state objectives. They also note that SE organisations are often very small - a disadvantage in complex funding because of a lack of resources and experience (Dalton 2000). As a result, SEOs tend to bid for smaller projects, but here the proportionate cost of bidding is higher (Garrod and Whitby 2005). Smaller projects also inhibit the growth of SEOs.

Invariably it is also the most articulate and able who are the most successful at securing finance, because they have the intellectual resources to bid successfully. This can lead to funds being distributed to those who need them least. Parker *et al* (2001) characterise bid funding as a beauty contest: managers who know the game attract the most resources and the gap between the most effective and the most needy widens.

Again, for Lincolnshire, there is also rarely any recognition in contract letting that rural projects and service delivery are inherently more expensive than urban ones (Yates and Jochum, 2003): contracted rural organisations invariably end up working 'on the cheap' (Yates, 2004), or losing contracts to metropolitan organisations who can deliver more cheaply.

Value

Fragility 3 – monitoring and evaluation

As funding arrangements of the social economy have grown more complex, so too have the requirements for monitoring and evaluation (M&E). Whilst M&E certainly develops participatory learning processes, it also allows the control of resources and accountability (Pratt, 2005). M&E can be complex because of the complex range of issues being addressed by SEOs and this can lead to a disproportionate amount of time being spent on M&E in the SE (Hyder Consulting *et al*, 2009).

Often in the SE too, common, aggregate, quantitative, traditional economic evaluations are considered neither effective nor appropriate (see section 5 above). A wide range of criteria have developed relating to both process effectiveness and to outcomes (value for money, social and economic impact) (NCVO, 2004).

The move towards 'on-going' rather than *ex ante*, mid-term and *ex post* evaluations, pushes the M&E cost up further (European Network for Rural Development, 2010) and this cost is not always fully met in the bid application by the funder.

Fragility 4 – the 'invisibility' of the value of organisations

As has been noted in chapter 2, many SEOs are 'missing' from official national and local economic statistics, and as a consequence, their value is underrepresented. The European Commission (2020) considers this as one of the four main difficulties of SEOs and the Commission asserts that they have a low degree of recognition as a result, and that data on them to improve their visibility, is poor.

Lincolnshire Example – The Lincoln Community Larder

Lincoln Community Larder (LCL) is a Lincoln food bank and a registered Charitable Incorporated Organisation. It doesn't employ any salaried staff and operates using 35 volunteers over a year in the provision of food. It is overseen by a trustee board of 12 volunteer trustees. It had an income of nearly £23,000 in 2018, from voluntary donations, to pay for food, fixed costs and variable costs – representing nearly £22,000 of spend in the local economy (2018/19 data).

In 'official' economic and social statistics, LCL does not exist in the local economy: no data are collected locally about its operation (as with similar SEOs) and no data are collected by the Office for National Statistics nationally because (pers. comm. 13.1.2020) "they fall outside the VAT and PAYE constraints of the commercial sector".

Yet LCL has a considerable impact in the Lincolnshire economy. Besides offering 47 volunteering opportunities yearly (many of which provide skills acquisition), it provided 3,000 meals to adults, and 1,500 meals to children, in food poverty, in 2019. It had been operating entirely voluntarily for 30 years by the middle of 2019. Even halving the volume of its 2019 activities as a 30 year annual average (the demand for its services is growing – there was a 70% increase in the use of Food Banks in Lincoln between 2018 and 2019) LCL over its life has spent nearly a third of a million pounds in the local economy at today's prices (invariably with high multiplier effects), created over 1,400 volunteer-year opportunities and has received nearly £350,000 in largely locally-given donations.

More importantly, perhaps, at an annual average of half of current activity levels, it has provided some 45,000 meals to adults in food poverty, improving the effectiveness of the workforce, and 22,500 meals to children in food poverty, improving their capacity to learn.

Fragility 5 – pursuing beliefs rather than commercial return

Pursuing wider objectives than commercial rates of return makes decision-making complex. North (2005), for example, suggests that reaching decisions amongst like-minded people is quicker and less costly in private companies where there is a common commercial goal than in the social economy, where it is commonly necessary to resolve decisions amongst those with very divergent or opposing views (Hutchins and Hazlehurst, 1992), in order to reach a community consensus.

Martin et al (2015) also note the difficulties of maintaining a broader set of social objectives in the face of mission drift as a result of competitive funding but also because of pressure (both coercive and indirect) placed upon the SE by economic development agencies to become more commercially oriented. Global pressures are also coercive, they state, in limiting the roles of local grassroots organisations.

Organisations

Fragility 6 – Proliferation of SEOs and a lack of coordination in provision

The complexity of decision-making in the social economy invariably leads to a complexity in SEO provision (and increases the chances of making 'wrong' decisions) (North, 2005). These can be hard to co-ordinate, as each of them can see themselves as having a distinctive role within in a complex set of values. This can lead to the perception of an 'overcrowded' SE sector in certain domains, where there are few barriers to setting up an SEO (a Facebook site will do) and where SEOs proliferate, making co-ordination difficult.

A Guardian (2000) survey showed that 70% of the public think that there are too many charities doing similar work, duplicating, and competing with each other (particularly for funds and portfolios). Community Lincs (2019), for example, found over 2,100 military charities in the United Kingdom, and there was a view that this inhibited their working in a number of ways. At the same time, it was felt that little could be done to rationalise them, because of their independence.

Lincolnshire Example of ‘overcrowding’: Homelessness in Lincoln

Within Lincolnshire, this issue can be seen in relation to homelessness in Lincoln. There are some 24 organisations with some stated concern for the welfare of homeless people (see figure below – 2018 data), with additional organisations donating and individuals contributing. There is also ‘churn’ in these organisations (see issue 7 below) – they come and go.

This organisational structure has to be set in the context of an estimated 26 homeless people known in the City in 2018. This varies over time.

Agency	Sector	Involvement
City Rough Sleeper Team	Public	Rough sleeper referrals
Lincoln City Council	Public	Statutory duty but may contract out
Lincoln City Centre Intervention Team	Public	Policing and ‘control’
Lincolnshire Police	Public	Policing
Lincolnshire NHS	Public	Health support (including Emergency)
Abbey Access Training	VCS	Community training for both support workers and the homeless.
Action Lincs (Assertive Community Treatment in Lincolnshire)	VCS	Running 2017 – 2021 offering accommodation, drug, alcohol and mental health support and education, training and employment? Helping 120 people
Addaction	VCS	Drug rehabilitation for the homeless
Cornerhouse	VCS	Accommodation for the most vulnerable. Part of Framework.
Framework	VCS	Largest provider of homeless accommodation in the City
Green Synergy	VCS	Community Training for both support workers and the homeless.
Nomad Night Shelter	VCS	Housing Provision
LEAP (16 – 24 year olds)	VCS	Housing Provision for the vulnerable young
Let Them Eat Cake	VCS	Voluntary support and ‘food runs’ two night a week - City Centre. Shower and clothes washing facilities
Mint Lane Café	VCS	Provider of food
P3	VCS	Parent body of Action Lincs, separate rough sleeper team. Referrals to City Council accommodation.
P3 Accommodation	VCS	Provider of accommodation
Pathways (Beaumont Fee)	VCS	Provider of Accommodation. Part of Framework.
St Mark’s	VCS	Provider of Accommodation
Lincoln Cathedral	Church-related	A range of general support
Lincoln Street Pastors	Church-related	Voluntary support on the street during Saturday nights – City Centre
Salvation Army	Church-related	Friday breakfasts. Shower and clothes washing. New shelter on High Street, 2020.
St Swithins ‘At Home’ project and clothing bank	Church-related	Clothes provision. Place for homeless people to volunteer as a bridge to work. Hot meals on a Monday night
YMCA	Church-related	Management responsibility for Nomad. Some accommodation

Figure – organisations with a concern for homeless people in Lincoln, 2018

In these circumstances, co-ordination becomes difficult, but at the same time, there are few mechanisms in place to 'regulate' voluntary effort. And there is also an issue of the extent to which any 'authority' should have powers to regulate voluntary effort other than for reasons of safety and security. The 'crowded' nature of this issue has led the Development Plus (2019) report to its 'first recommendation':

"A single point of contact, which is clearly marked, where an individual can present themselves as homeless, that single point of contact can explore the individual's options and signpost them through to the relevant service e.g. P3, rough sleeper team, housing solutions, NOMAD etc."

Fragility 7 – Organisational 'Churn'

The encouragement to set up social and community organisations has been fuelled by successive governments through policies of citizenship (Blair's Third Way, Cameron's 'Big Society'), regionalism and re-localisation (Curry, 2009) – a move from government to governance. This is at the core of notions of 'civil society' noted in section 2 above. This can lead to a very crowded SE, with many organisations forming and disbanding, creating partnerships and networks and changing their objects and purposes. This can make complex, or 'clog up' decision-making in the SE.

In Lincoln, for example, the research for the Lincoln Food Strategy found 94 organisations in the City with a social interest in food in 2016. A year later, this number had dropped to 84, but many of these were different organisations to those uncovered a year earlier. Lack of access to finance was the main reason for social organisations disbanding (University of Lincoln 2016).

A study of such social organisations in 2005 (Roger Tym and Partners, 2005) in the South West of England found that it was impossible to identify their number and forming partnerships to cope with their profusion added to the problem. The size of the SE nationally and in any one place, can never, therefore, be fully known (chapter 4).

Again, for rural Lincolnshire, Valentinov and Larsen (2010) suggest that the SE has a proportionately greater presence in rural areas because sparse populations do not allow the economies of scale needed for the creation of markets to the same degree as urban and metropolitan areas. As a result, rural areas become inherently more vulnerable. This might go some way to explaining the much higher incidence of voluntary organisations per head of population in rural areas than in urban ones (Yates, 2002) and a much more significant role of the SE in the provision of such services as transport, housing and environmental protection in rural than in urban areas (Blackburn et al, 2003).

Infrastructure

Fragility 8 – regulatory requirements

The European Commission (2020) suggests that *regulatory requirements* and laws are complex for SE organisations and are often changing. Many SEOs are too small to be able to keep up with these changes and do not have the resources to respond to them fully. Many are also too small to become employers (employment law is often too complex a process) and have to rely on volunteering and self-employment contracts.

Increasingly there is also need for SEOs to adopt some form of legal status (CIO, CIC) to be able to operate effectively (for example in bidding for funds) and legally, but this can also be a complex process. Because most SEOs operate in complex and sensitive areas, they also have stringent requirements of accountability in respect of safeguarding, child protection, liability insurance and the like, and achieving these can be a significant user of resources (European Centre for Not-for-Profit Law, 2012)

Supporting policy documentation, too, (for example, environmental policy, corporate social responsibility policy, equal opportunities policy, waste policy etc.) are increasingly required for contract bidding and accountability, which again can take resources away from the main mission of the SEO (Wilts, 2016).

Fragility 9 – Skills Base

Despite some studies noting the high level of some skills in the SE amongst ‘leaders’, the European Commission (2020) suggests that there is a long ‘tail’ of skills deficiencies in the SE, not least because of the willingness of organisations in the sector being prepared to take on the more difficult to employ and those with limited abilities. Over 9 million people in England, for example lack functional literacy or numeracy and yet they commonly are provided with opportunities for employment in the SE sector (Evans and Egglestone (2019)).

Evans and Egglestone (2019) also point out that there can be skills deficiencies in the SE because of the broader range of skills required: skills relating to economic performance are undoubtedly necessary for SEOs to remain in business, but they also invariably need skills relating to social justice and inequalities, and human interaction, often with vulnerable people. It is the SE that is best place to deliver these skills.

The London School of Economics and Ipsos MORI (2013) research found that skills training for these SE skills would benefit the economy considerably, both in terms of job take-up and employability but also in terms of improved earnings. Comprehensive training in the SE sector, claim Evans and Egglestone (2019) would boost the UK economy by £20 million a year and ease 200,000 people into employment, as well as save the taxpayer money.

Lincolnshire Example: Greater Lincolnshire MOVE project.

Twenty Lincolnshire SEOs (1) have come together to orchestrate getting people into paid work. It includes training and qualifications, personal advisors, on-going employability support, practical training, job clubs and work experience. It is free, non-mandatory and there are no sanctions for not joining in. It is funded by the Big Lottery and the European Social Fund.

(1) Abbey Access Training, Bishop Grosseteste University, Boston College, Children’s Links, CLIP Learning, Community Lincs, Framework Housing, Grantham College, Green Synergy, KTR Consultancy, Lincolnshire Action Trust, Lincolnshire CVS, Ongo Communities, Riverside Training Services, Seagull Recycling Ltd., Sortified, Voluntary Action North East Lincolnshire, Voluntary Action North Lincolnshire, Voluntary Centre Services, YMCA Lincolnshire.

Key Points for Lincolnshire

- Competitive bid writing for SEOs is inefficient and wasteful, particularly for rural SEOs.
- Costs of delivery are higher in rural areas because of a dispersed population but this is not recognised in funding regimes.
- SEOs in rural areas lack the economies of scale to be found in urban areas
- Much of the work of the SE remains unrecorded and therefore unknown.
- The SE often has the absence of a strategic or planning framework for activities, finance and skills.
- Regulations in the SE can be complex.

8. Financial Processes to Stimulate the Social Economy

The comprehensive development of social enterprises lies in placing a particular emphasis on the need to develop an adequate financial ecosystem capable of providing support for social innovation.

Presidency of the Council of the European Union, 2015.

This chapter briefly reviews a range of means of securing funding for SEOs, and the different types of revenue models that are commonly used in the SE. A third means of resourcing the SE also is briefly reviewed – Corporate Social Responsibility.

Raising Funding (usually for capital projects)

There are a number of different mechanisms for raising capital – some are unique to the SE. These are reviewed in alphabetical order.

Angel Investment is a process whereby a ‘high net worth’ individual will fund an SEO and normally take a ‘stake’ in the SE so that they can have an active role in the organisation. ‘Angels’ must be registered with the Financial Conduct Authority. It is the active involvement in the SEO that makes this form of investment distinctive (UK Business Angels Association, 2020).

Lincolnshire Example - Angel CoFund

“The Angel CoFund makes equity investments of between £100,000 and £1 million in smaller businesses in the UK. It invests alongside strong syndicates of business angels to support businesses with strong growth potential. Through these equity investments the Angel CoFund also acts as a catalyst to better practice and increased long-term capital in the UK angel market, and as a stepping stone to wider and later-stage venture capital (supported by our Enterprise Capital Funds and VC Catalyst Fund programmes). Investment is subject to an upper limit of 49% of an investment round and 30% of the equity in a business, although investments are usually less than this.” (<http://www.angelcofund.co.uk/>)

Blended Funds are mutual equity funds that combine investment in value stocks (which pay a dividend) on the one hand and growth stocks (which lead to an increase in the capital value of the stock) on the other. Investing in both types of stock spreads risk (Investopedia, 2020).

Charity Bonds also known as Charitable Bonds, can be issued by an SEO if it has an underlying source of revenue through which to repay the bondholder. These bonds attract Social Investment Tax Relief (see below). They are attractive to people who want to make a return but also wish to invest ethically. Social Impact Bonds (see below) are a form of Charity Bond (BBC News, 2011).

Community Shares: there is no legal definition of these. They are ‘withdrawable shares’ which can be issued only by co-operatives or community benefit societies (Chapter 3). They can be withdrawn from investment, subject to the terms and conditions of the society but not transferred. They are therefore different from more normal ‘transferable’ shares, for which a buyer must be found. Co-operatives and community benefit societies can also issue transferable shares (Community Shares, 2020)

Community Investment: a form of investment drawn from the community to enable resources or opportunities for the community.

Lincolnshire Example- Lincoln Big Soup

Events held where individuals and groups can pitch ideas for projects that benefit the local community to members of the community. An entrance fee is charged to audience members, who then collectively make a decision as to which project ideas receive a share of the funds raised by the ticket costs. *Source: http://www.lincolnagainstopoverty.co.uk/wp-content/uploads/2018/02/Big-Lincoln-Soup-Application-to-Pitch_Feb-2018.pdf*

Buy one-Donate one: a model of donating either a physical product or service, or the money to pay for a product or service for disadvantaged communities when customers buy a certain product or service. These are usually practical offerings of items needed such as shoes or menstrual products.

UK Example - Hey Girls

“Period poverty in the UK is very real with one in ten girls in being unable to afford vital sanitary products. Hey Girls is a social enterprise on a mission to end this injustice and eradicate period poverty. They make and donate plastic free period products with a buy one, give one business model – for every product sold, they donate one to someone in need in the UK. <https://www.heygirls.co.uk/>
Source: Winners of the UK Social Enterprise Awards 2019 <https://www.socialenterprise.org.uk/winners-of-the-uk-social-enterprise-awards-2019/>

Crowdfunding: this is a way of raising finance by asking a lot of people for a small amount of money (conventional investment is often the opposite). This is invariably web-based. It was first used in 1997 by Rock Band Marillion to fund a US tour. Donators usually expect nothing in return but sometimes rewards can be offered (reward crowd funding). Some crowdfunding can be proposed in exchange for a share in the project (equity crowdfunding) (UK Crowdfunding, 2020).

Donor Advised Funds: allow donors, after an initial donation, to top up their donation whenever they want. Whilst the money is not returnable, donors can advise the organisation to whom they have donated, how they would like the money spent – and when - within the organisation. This is only advisory, however: the views of the donor are not legally binding. DAFs can be made with a variety of assets: cash, shares, and property, and possessions such as vintage cars, art and rare books (Charities Aid Foundation, 2019). They are tax deductible. By 2018, DAFs had reached a total value of £1.3 billion in the UK (Civil Society News (2018) – up 24% on the previous year.

Endowments: in general a permanent endowment to a SEO is money (an investment permanent endowment) or property (a functional permanent endowment such as a village hall or playing field) that given to be held by the SEO (Charity Commission, 2020a).

Gifting: this is simply, for an SEO, being given some form of resource without any implied return. Volunteering, for example is a form of ‘gift’. Monetary ‘gifts’ can be given to registered charities without paying any Inheritance Tax. They can be given as one off, or regular contributions (Parker G and Ravenscroft, 2002).

Grant Programmes: there is a profusion of these, to a large degree from charitable organisations and foundations, for a wide range of purposes. They provide an opportunity for funds that do not require payment in any way, but they tend to be for specific projects rather than to cover overhead costs. They can be time-consuming to secure and fewer than a third are successful in the sector (Chapter 7). In Lincolnshire, there is a central Funding Portal, serving as a directory for such grants (<https://www.idoxopen4community.co.uk/lincolnshire/>)

Partially Expendable Endowments: Endowments can become PEEs under certain circumstances, and with the full agreement of the trustees, usually requiring the permission of the Charities Commission. The reason for wanting to spend (or liquidate) part of the endowment must be to further the purposes of the charity more effectively (such as a new project or a move to a larger building) (HM Government, 2020).

Loans: this is just the most generic form of borrowing money. A number of other vehicles in this section are specific types of loan. They usually have clearly specified repayment rates and times and invariably require a qualifying business plan.

Mutually Owned Funds: a mutual fund allows investors to pool their money into a fund that is managed by investment managers. They have the advantage of being professionally managed and allow small investors to become involved in larger projects (Fidelity, 2020)

Peer-to-peer Lending: this matches people who want to invest their money (with a social or environmental purpose, for example) directly with those who want to borrow it, with no intermediary. By connecting investors and borrowers directly, higher rates are paid to savers and lower rates by borrowers. Borrowers are credit checked for credit-worthiness. (Which? 2020).

Social Banks: social banking is conducted by social, ethical or alternative banks, including by cooperative banks and credit unions. In contrast to conventional banks, social banks conduct their business to create a social or environmental benefit. Thus, they follow the concept of social finance and blended return. They seek to be financially viable but beyond that, their objectives relate to social impact rather than financial return (Weber, 2011).

Charity Bank

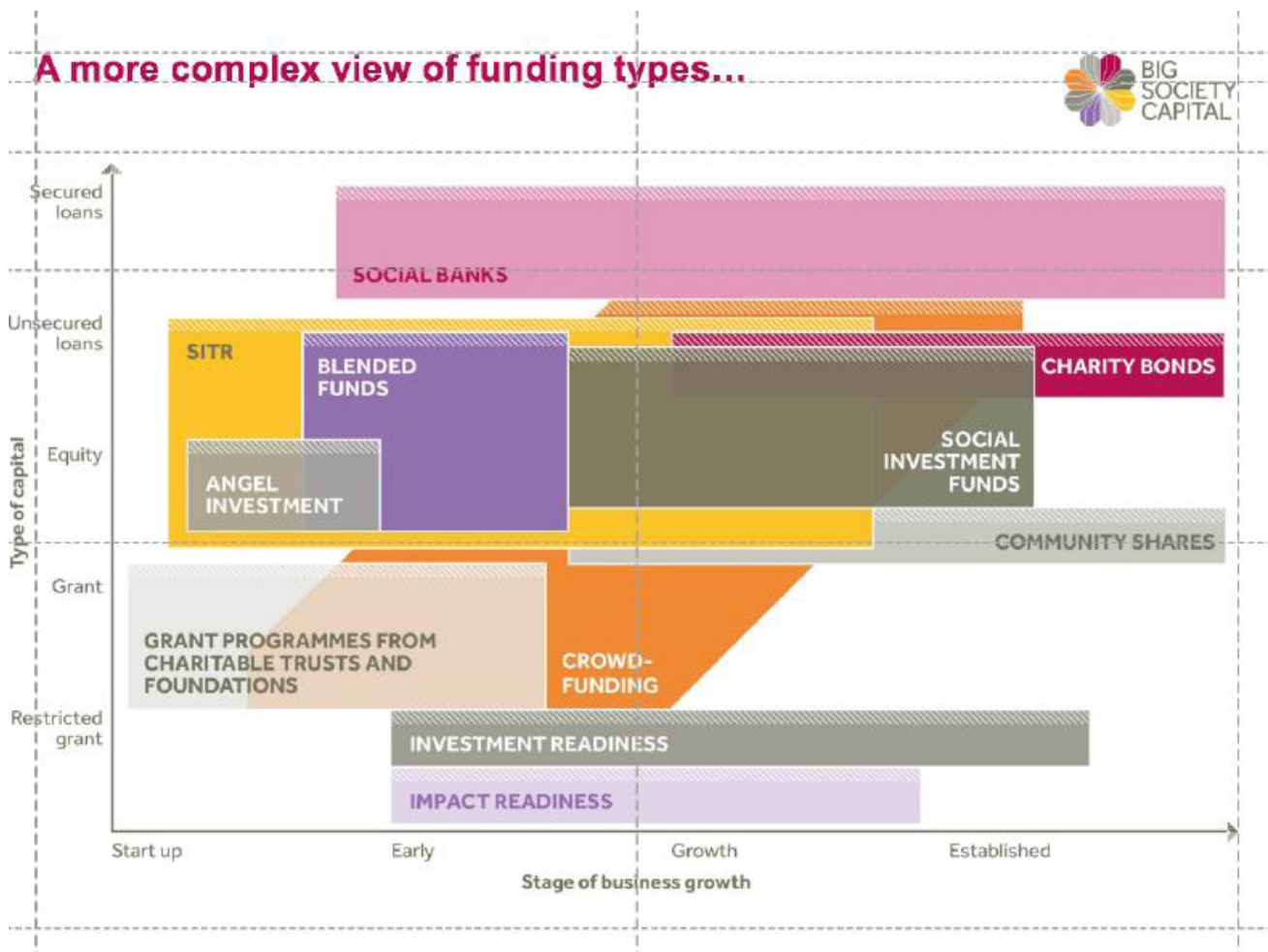
“Charity Bank was always going to be different. What drives us isn’t profits, but a shared idea about the world we want to live in. We were founded to support charities with loans that they couldn’t find elsewhere and to show people how their savings could be invested ethically and in ways that would make them happy. Today, charities have never been more needed, but also more challenged. That’s why our promise – of supporting charitable activities and helping people to save and do good – is more important than ever.”

Source: <https://charitybank.org/ethical-bank>

Social Impact Bond: is where the public sector pays an SEO to secure a substantial improvement in the way of life for a specific group, in order to reduce the public sector’s costs in the long-run. Unlike traditional bonds, SIBs do not have a fixed rate of return as financial return depends on the achievement of specific social outcomes set at the start of the bond issue. The higher the social impact (see measurements in chapter 5), the higher the return earned by the SEO (BBC News 2011).

Social Investment Tax Relief (SITR): is a state aid designed to raise funds for CICs, Community Benefit Societies (with an asset lock) or Charities (charitable companies or trusts). Investors are offered tax relief on shares that they buy or money that they lend to an enterprise as long as the scheme rules are followed for at least 3 years. HMRC can approve the investment proposal before it takes place - known as advance assurance. The maximum that can be raised through this means is £1.5 million (HM Revenue and Customs, 2019).

Across all of these funding sources, it is important for SEOs to develop a strategy for funding against their needs and their characteristics (Heap *et al*, 2017). A number of these funding mechanisms, and the stages at which they are most appropriately sought in terms of the business development cycle of an SEO are presented in the figure below.



Source: <https://bigsocietycapital.com/>

Revenue approaches and means of exchange

Money or currency is the overwhelming means of exchange in the United Kingdom. In the SE, however, there is a range of different means of exchange and of raising 'revenue'. In this context, revenue or income is not necessarily monetised. Because of this non-monetised nature of exchange it largely falls outside of fiscal mechanisms. Some of the more commonly used means of exchange in the SE briefly are reviewed here.

Barter: at its simplest, bartering is simply agreeing to swap one thing for another. This can include an agreement to swap goods for a negotiated agreement of money. It is an age old means of exchange, but new technology is giving it a new lease of life. Trading platforms like *Bartercard UK* allow strategic bartering across a range of sectors. And a range of things also can be bartered including spare time capacity amongst a firm's employees. Bartering also has been used – through a bartering chain – to avoid trade barriers by bartering within a country and across countries simultaneously (Guardian, 2016).

Donations/Gifting: these can be donations of goods, time or money and therefore include volunteering. Such 'assets' are provided without any expectation of a return (NPT UK (2020)). In terms of monetary donations, some 60% of the UK population donated to a charity in 2017, with 25% donating at least monthly. The average donation was £44. Women are more likely than men to give to pet and hospital charities, older people favoured donating to hospitals, disaster relief and religions, and younger people to mental and physical health, homelessness, refugee aid and care (Charities Aid Foundation, 2020). Some 8.4% of giving is online, and the top 300 recipients of more than 10,000 donations, received about 90% of the finding (Blackbaud Institute, 2018).

Local Currencies: there is a large literature on local currencies. In essence, currencies are ‘invented’ for local places so that the money recirculates in the local economy infinitely, being spent and re-spent – it has no value outside of the designated local area. This leads to what economists call a very high ‘multiplier’ effect – local money doesn’t roll very far. From Brixton to Bristol, Stroud to Totnes, the local state allows local taxes to be paid in local currencies; employees are then paid a proportion of their wages in local currencies and then re-spend this in local businesses. When George Ferguson was Mayor of Bristol, he took all of his wages in Bristol Pounds.

Local Currencies are run mainly by not-for-profit community interest companies, which helps ensure that the local currency is run in the public interest. In the Great Depression of the 1930s many local authorities created their own currencies to help put people back to work. They were eventually closed down by central banks and central governments because they were too successful (The Guardian, 2013).

Local Exchanges/Trading Schemes (LETS): these are community trading organisations that facilitate the exchange of goods and services through a local self-regulated economic framework (Tooke, et al, 2001). Exchange may or may not take place through a local currency. LETS also seek to tackle social exclusion by incorporating working opportunities, social cohesion, and access to financial services for the unemployed and people living on low incomes, into the scheme (Sayfang, 2001). LETS have very high multiplier effects as all of the medium of exchange remain in the local economy (Barry and Proops, 2000). Hepworth (2004) has identified three types of LETS (described elsewhere in this chapter): barter, local currencies and time banks.

Reciprocity is a social norm that involves in-kind exchanges between people. It is similar to barter (see above) but whereas barter most commonly involves exchanges of goods and goods for negotiated money, reciprocity more commonly involved agreed reciprocal actions. Two SEOs, for example, could agree not to bid for the same funds – one agreeing to bid for one pot and another for another (Chuan et al., 2018). It is commonly characterised as the ‘returning the favour’ approach to exchange (Behavioural Economics, 2020).

Sponsorship is a process whereby an organisation will give goods, services or funding to an SEO in exchange for the promotion of the brand of the original organisation, often through advertising. Increasingly, sponsors are encouraged to engage with the social value of sponsorship, and Demos (Guardian, 2012) has designed a tool that combines corporate social responsibility (CSR – see below) and commercial measurement techniques effectively to measure the social return on sponsorship. In this way, sponsorship has a very broad range of impacts for both the recipient and the giver (Radicchi (2014).

Swapping is similar to bartering and reciprocity, except that here, the exchange is for an exact equivalence. It requires a level of knowledge (market intelligence) to know the equivalence of a swap, but such equivalence might be ethereal, as much as functional. It is considered to be an important element of the circular economy as goods (rather than money) circulate in the local economy (Camacho-Oteto *et al*, 2020). Swapping, like Barter, is growing considerably through the internet (Philip *et al*, 2019).

Time Banks: are a way of spending time helping someone in a time exchange. For every hour you spend you earn an hour in return. You can spend ‘your’ hour getting someone else to help you for an hour. These exchanges of an hour do not have to be bilateral or reciprocal, they can be found through a directory of skills offered. All time is valued equally (Timebanking UK, 2020). Time banks are a good way to develop sharing and community cohesion which is why they tend to be place-based. Increasingly time banking takes place on-line (Arcidiancono 2018). Currently there are none registered in Lincolnshire (Timebanking UK, 2020). (See also Chapter 3).

Volunteering: this has been reviewed in Chapter 1 in the section on the voluntary and community sector. It is a form of gifting

Vouchers are promissory notes or bonds which can be redeemed in exchange for specific goods. They can be provided by third parties to recipient’s who can re-spend them in particular ways, usually through a single provider or a network of providers. They can be paper or digital and there are usually mechanisms in place to avoid them being turned into cash. They are commonly used in a welfare context (and often termed welfare vouchers as a result) (SVIA, 2020).

Lincolnshire Example: Means of Exchange at the Mint Lane Community Café

Mint Lane Community Café provides wholesome food made from supermarket surplus. Whilst the café is open to all and notional food prices are very inexpensive, it is recognised that some customers struggle to find conventional means of payment. Because of this, various means of exchange for food have been developed.

Money: meals can be bought for £2.50 and drinks for 50 pence. The 'thrifty' supermarket has inexpensively priced items (for example 10 pence for a tin of beans).

Volunteering: volunteers have a food entitlement for work that they otherwise do for free.

Pay it forward (vouchers): consumers can elect to pay for additional meals than the ones that they are consuming and these become vouchers for use by others (or even themselves) who, perhaps are not able to afford a meal at a particular point in time. These vouchers can not be obtained in the Café on demand but, rather, are distributed to a range of support agencies who work with people in food poverty. They are usually consumed by individuals on the premises, accompanied by a mentor from the agency. Third parties can contribute to this exchange system. For example a local scout group has had a fundraising event to buy pay it forward vouchers for use in the café.

Pay as much as you feel (for shelf items only) – some items received as rescue food from supermarkets are not susceptible to being made into meals (such as packets of biscuits), are not freezable (pastries) or there are significant quantities, in excess of those which can be used for meals (50 jars of gherkins). In these cases, the Café has, at times, offered these as shelf items for what customers feel they are able to pay. Again, it is not permissible to pay nothing for any item.

Donations boxes – these are prominent in the café for any people who feel that they would wish to give to the Café in general support.

Gifting: the food used in the café is free (beyond the actual costs of delivery) and individuals also bring food for use in the café

Sponsorship – Mint Lane Café is one of only 20 'Starbucks' community cafes nationally. This gives access to coffee, tea, cups and other equipment delivered free by Starbucks. The physical kitchen itself has been donated.

Corporate Social Responsibility (CSR)

Corporate Social Responsibility (CSR) has been included in this chapter as it is an increasingly important flow of resources into the SE. It is a process whereby firms (corporate organisations) develop clear strategies and actions for the way in which they behave in respect of non-market characteristics, principally in relation to the community, social investment, human welfare, the environment and climate change (Mirangala, 2017). Specific components of such strategies are exemplified in the Lincolnshire example below – Lincoln City Council's CSR policy.

Whilst CSR provides benefits in all of the above areas, a number of studies also have shown that CSR is 'good business' for firms: it is popular amongst company staff and as a result, improves their performance (Ioannou and Serafeim, 2017). It also improves customer loyalty (Wang et al, 2016), brand awareness (Mattera et al 2014), trust (Kim, 2019) and corporate reputation (Lins et al, 2017). Collectively all of these can improve the company 'bottom line'.

CSR tends to be most effective at the local level where contacts can be made and developed on a regular basis and a personal, face-to-face rapport can grow. Social interaction is an important element of CSR (Husted et al, 2016). In this context, CSR tends to be most effective in individual recipient localities with smaller more local and embedded firms – again, this is 'place based'. There is a 'responsibility' virtuous circle here (Zhao T and Xiao X, 2019). As these virtuous circles develop in localities, community cohesion is observed to improve – particularly in terms of social cultural and environmental values - alongside local livelihoods (Fordham et al, 2018).

CSR in UK practice

There is no legal basis for CSR in the UK: it is entirely voluntary. There is a range of legislative obligations sitting around CSR, however.

Companies applying a Triple Bottom Line approach to CSR can be guided by legislation concerned with the social and environmental aspects of their business operations, in addition to the requirements outlined in the Companies Act (2006). Examples of such legislation in the UK include:

- Working Time (Amendment) Regulations 2001
- Race Relations Act (Statutory Duties) Order 2001
- Disability Discrimination Act 1995 (2005)
- Maternity and Parental Leave (amendment) Regulations 2001
- Employment Act 2002
- Health and Safety at Work Act 1974
- Companies Act 2006 (among other things, this states that directors need to understand the environmental and community impacts of their business operations)
- Accounts Modernisation Directive, which requires that large PLC companies now have to report publicly on environmentally significant matters.

Many larger companies now publish information on their CSR activities on their websites. FTSE4Good can help identify environmentally and socially responsible companies, and Business in the Community has developed a Corporate Responsibility Index.

The UK Government and CSR

The UK Government created its first CSR strategy in 2014 to make a contribution to sustainable development and adopt responsible behaviours that reflect core values. Most recent policy in August 2018 commits to improving social, economic and environmental impact (HM Government 2018). It has four main strands:

1. *Environment (estates and environment)*: by actively manage waste, emissions and consumption of natural resources.
2. *People (human resources, health and wellbeing)*: creating a workplace encouraging diversity and equal opportunities for all: encouraging professional development through a 5-days-a-year learning programme and support for employee health and well-being.
3. *Procurement (finance and purchasing)*: contract procurement through government frameworks and tendering: auditing against financial and environmental criteria.
4. *Community (volunteering, skills matching and fundraising)*: promote employee volunteering, skills matching and fundraising: active support to communities. Business in the Community suggests 18 to 20% of staff in any organisation should be volunteering.

CSR Activities that benefit the Local Community

Environment

- Signing up to the Low Carbon Lincoln Charter
- Reducing travel/air miles
- Green space sponsorship
- Active involvement in local food production
- Reducing food waste

Community

- Fundraising for local charities (for example dress down days/sponsored activities)
- Sponsorship of local events/groups (financially)
- Participation in World Hello Day
- Food Bank collection/donation
- Redistributing Food surpluses
- Local recruitment
- Contribute to a Lincoln Community Chest or other charitable fund

Skills

- Work experience placements
- Apprenticeships
- Places for charities/community groups on workplace training
- Sharing on the job skills in an educational setting

Resources

- Offer of free meeting space/space for community group/charity meetings
- Donation of surplus resources (for example furniture, food and stationery)
- Offer of spare car parking for local charities/groups
- Use services of local businesses/local products
- Promotion and/or use of Fairtrade products

Health

- Blood & Organ Donation promotion to employees and service users
- Dementia Friendly accreditation
- Concessions (for students, older people, veterans, disabled people and the unemployed)
- Active policies for healthy food

Lincolnshire Example: Lincoln City Corporate Social Responsibility Policy from 2016

All organisations large and small can deliver some CSR: As a guide:

- Small organisations (1-10 employees) should proactively undertake a minimum of three activities, with at least one benefitting the employee and one benefitting the local community
- Medium sized organisations (11-49 employees) should proactively undertake a minimum of five activities, with at least two benefitting the employee and two benefitting the local community
- Large organisations (50+ employees) should proactively undertake a minimum of ten activities, with at least five benefitting the employee and five benefitting the local community

CSR Activities that benefit employees

Terms and conditions

- Time off for medical appointments
- Consideration of flexible working requests beyond the statutory requirement
- Holiday purchase scheme
- Fair pay (real Living Wage)
- Additional paternity leave (paid and unpaid) in addition to statutory entitlement
- Opportunity to take career breaks
- Travel to work benefits (for all employees)
- Encouragement of healthy eating
- Staff recognition scheme
- Provision of paid compassionate leave

Opportunities

- Training and development (in addition to statutory training and development)
- Employee volunteering (within work time)
- Mentoring
- Work shadowing

Health

- Occupational health service
- Support for mental wellbeing
- Health insurance package
- Implementation of a no smoking policy which includes external areas
- Providing 'stop smoking' support
- Promote of healthy living - walk/cycle to work: travel plans and advice on healthy eating
- Signing up to the Employers for Carers initiative

Key Points for Lincolnshire

- There is a wide array of means of funding SE projects and it would be useful for these to be made more widely known and understood in Lincolnshire. SEOs should develop strategies for funding in the context of this range.
- There is also a wide range of means of exchange available within the social economy. The full use of this range should be encouraged within the SE of Lincolnshire.
- The Corporate Social Responsibility policies of Lincoln City Council should be adopted County-wide and made more widely known to companies.



9. Trends for the Social Economy

By necessities, I understand not only the commodities which are indispensably necessary for the support of life, but whatever the custom of the country renders it indecent for creditable people, even of the lowest order, to be without. A linen shirt, for example, is, strictly speaking, not a necessary of life. The Greeks and Romans lived, I suppose, very comfortably though they had no linen. But in the present times, through the greater part of Europe, a creditable day-labourer would be ashamed to appear in public without a linen shirt, the want of which would be supposed to denote that disgraceful degree of poverty which, it is presumed, nobody can well fall into without extreme bad conduct.

Adam Smith (1776), *An Enquiry into the Nature and Causes of the Wealth of Nations*, Book 5, Chapter 2.

This Chapter offers a very brief précis of a selection of issues that are beginning to feature in national economic policy and action, that are of particular relevance to the SE. Whilst some of them might appear to question conventional economic wisdom (and Adam Smith's the "norms of necessity") they are all being given serious consideration by the UK and European Governments which justifies their place in strategic thinking for the SE. Each is a large topic in itself and they are therefore referenced to more extensive coverage elsewhere.

Economy factors

There is a need to achieve carbon neutrality

The Committee on Climate Change (2019) has set a target for zero carbon emissions for the United Kingdom of 2050 (although it notes that this is too late for many actions), and outlines means by which this can be achieved. Other parts of the UK have committed to achieving carbon neutrality by 2030 (Glasgow City Council, 2019). The Lincoln Climate Commission (2020) has undertaken a zero-carbon mapping exercise to 2050.

These and many other reports on carbon neutrality stress the importance of actions: low carbon electricity; efficient buildings; low carbon heating; electric vehicles; diversion of biodegradable waste from landfill, phase-out of fluorinated gases, increased afforestation and measures to reduce emissions on farms. They also stress the importance of delivery in partnership with both businesses and the community – the SE will have a significant role to play both in achieving targets and in changing attitudes to carbon reduction (Committee on Climate Change, 2019, page 12).

The importance of sustainable development

As the science of the damage of climate change becomes more incisive, there are increasing imperatives to participate in sustainable development practice beyond just carbon neutrality. In most western economies these imperatives have been occluded by austerity. Because sustainable development practices are predicated on blending the social, environmental, economic cultural and health assets of the County, the SE is well placed to take the lead in such development.

The United Nations defines 17 sustainable development actions: no poverty; no hunger; good health and well-being; quality education; gender equality; clean water and sanitation; affordable clean energy; decent work; industry, innovation and infrastructure; reduced inequalities; sustainable communities; responsible production and consumption; climate action; clean seas and waters; land-based environmental quality; peace, justice and strong institutions and partnerships (United Nations, 2020). It is clear from the definition and discussion of the SE in chapter 2 that the SE is central to the majority of these actions.

Further, wide range of research indicates that SE models offer particular empirically observed advantages in moving towards sustainable economies. Martin *et al*, (2015), for example, note the advantages of 'sharing' economies and grassroots innovation in achieving sustainable development goals. Gender equality and women's economic empowerment as part of the sustainability agenda are noted as a particular achievement of the SE by Utting (2018), and Hudon and Huynrechts (2017) assert the potential of the SE in achieving sustainable agriculture and food security. There is a wide research caucus in this area.

Consumer behaviour is changing

Two broad trends in consumer behaviour are widely reported. The first is that the consumption patterns of middle-income families in the UK is moving away from consumer 'goods' towards consumer 'experiences'. And many of these experiences are non-market ones, particularly in relation to environmental experiences and community participation which are at the core of the SE (Guardian, 2017). 'Peak Stuff' (the zenith of buying things rather than experiences) was felt to have been around 2001 and economic growth has become decoupled from material consumption from that time (Wallman, 2015).

The second trend in consumption is because of the increasing number of 'have-nots' in an increasingly unequal Britain (Office for National Statistics, 2019a): it has the third highest income inequality measures of all of the OECD countries after the United States and South Korea (Financial Times 2019). Those in the low wage economy and the unemployed increasingly turn to the SE for both support and participation – for the purchase for example, of second hand clothing, cheap food and welfare services (McNight *et al*, 2016) This trend is reinforced by an increase in the desire to buy second hand for sustainability reasons, often from charity shops (Oxfam, 2019).

Re-localising the economy

At the time of writing, the Coronavirus was having a significant impact on global economies leading many commentators to question how sustainable global economies are, and a significant backlash is ensuing (New York Times, 2020). The virus has shown how chaotic global supply chains can become because of very complex interdependences, and many firms are already seeking to 're-localise' both the supply of inputs and more local destination markets.

The argument extends to more general problems of globalisation - increasing and extreme inequalities in wealth (Guardian 2017a), under-regulated trade, global financial crises, volatile global markets, increasing climate crises (Figge *et al*, 2016), increasing non-renewable resource use, political instability (Amavilah, *et al*, 2017), the problems of mass migration, and simplistic and inadequate governmental responses (Goldin and Mariathan, 2014).

And these problems are leading to a considerable movement to re-localise economies to make them more resilient and inclusive (Leach, 2013). This is characterised by smaller businesses in local ownership which have been shown to perform better across a range of economic indicators, particularly in disadvantaged and peripheral areas, than larger firm dependent on global supply chains (Marshall and O'Neill, 2018). Organisations such as Localise West Midlands (2020) have shown that such re-localisation naturally tends to take on the characteristics of the SE (local employment focus, reduction in social exclusion, high local multipliers) and developed SEs become critical in the re-localisation process as a result.

The rising importance of social innovation

This has been covered fully in Chapter 2, but it is emphasised here because of its increasing importance in the development of 'post-industrial' economies where capital resources for technical innovation are scarce.

The roles of the traditional 'three sectors' are blurring

The increasing desire on the part of all businesses to address non-market goals has led the public, private and SE sectors to work increasingly in partnership with the three sectors working both collaboratively and in combination. The Local Government Association (2008) notes a range of outcomes that *partnerships* can achieve that are impossible when working individually, particularly in the areas of the broadening of skills and values and the combining of resources. The Department of Communities and Local Government (2007) also notes that this joint and collaborative working in partnership is key to delivering complex services

Research suggests that such working is on the increase, creates a common purpose (Miles and Trott, 2011), develops whole system approaches to problem solving, builds political backing (Pemberton and Stanley, 2010), shares power, distributes leadership and shares a broader range of perspectives and values (Catney, 2009). In all of these cases, the SE has a long and established record of working in partnership.

In Scotland (Scottish Government, 2016), it is noted that what were historically public services are being delivered increasingly in partnership, most commonly with the SE sector. The SE sector in Scotland is seen as best at place-based integration of services, and service innovation. The SE sector also is seen as being best at preventative measures, particularly in respect of health and social care, childcare, and crime. The SE sector is best placed to deal with *complex social problems* and collaboration

In the context of this increasing working in partnership, there is a role for local state institutions to nurture the SE. A range of local policies each is committed to working in 'concert' with all sectors (including the SE) and with the public. The NHS's regional Sustainability and Transition Management Plan and local Sustainability and Transformation Plan for the County, the City's Vision 2020 and other policies (for example on CSR), a range of County policies (for example the Health and Well-being Strategy), and the LEP Local Industrial Strategy all commit to such partnership working and most seek to judge their success through some form of 'social return on investment' rather than just financial or economic benefit. There also would also be benefit in integrating these different policies more fully.

In this regard there is a purpose in more fully co-ordinating the SE. Despite considerable growth in SEOs, they remain essentially uncoordinated, and knowledge of their existence and purpose remains sketchy. There would be value in having a 'platform' for such organisations, for co-ordination of effort.

Policy Factors

Universal basic income experiments increase SE activity

Experiments in Universal Basic Income (UBI) are widely underway. The idea is that governments give every citizen regular free money with no conditions, and although around from the 16th Century (Samuel, 2020) UBI is now part of mainstream economies. Pilot programmes have or are taking place, for example, in Kenya (the world's largest), Iran (the world's longest established) and Alaska (where it is paid to communities rather than individuals and has been funded from oil revenues since 1982 in an attempt to eradicate poverty (Berman, 2018)). There are experiments in over 130 countries in all, and some are conditional – you can get it only if you send your children to school (Namibia), for example, or undertake voluntary work (the Netherlands).

In North Carolina, there is a UBI scheme for Cherokee Indians, which has been seen to improve education and mental health and reduce addiction and crime levels. In Manitoba, physical and mental health benefits in particular led the scheme to be thought of as cost effective, with a nearly 9% reduction in hospitalisations (Samuel 2020). In Finland it has increased trust in individuals and social institutions (New York Times 2019) and in Germany (Mein- Grundeinkommen) it has improved access to further and higher education.

Some of the experiments have suggested that used without an appropriate social shift in attitudes, it can disincentivise work (although a number of experiments have shown this not to be the case) and give people a loss of identity. It is also found to be expensive, but in some places is considered value for money and in others, they are funded by private donors (Martelli, 2017).

UBI is seen as a means of reducing the stigma of welfare payments (and offers the potential to end poverty) and in compensation for the joblessness brought about by automation: the 'profits' from automation being used to fund such schemes (Kearney and Mogstad (2019). Evidence so far suggests that getting a basic income tends to boost happiness and health (Johnson *et al* 2020), school attendance, and trust in social institutions, while reducing crime.

Recipients can seek social, environmental and community-oriented uses for their time (as work) rather than just income maximising ones. This will require education and training for work in non-market sectors and the SE is well placed both to provide this training and jobs in these social, environmental and community spheres (Hoynes and Rothstein, 2019). The City of Hull has made application to trial a UBI scheme in the City in 2020 (Hull Live, 2020).

The potential of 'social' retirement

There are considerable health inequalities in life expectancy. The 2020 report by Professor Sir Michael Marmot (Marmot et al, 2020) notes in the UK's most deprived wards average life expectancy is 58 and in the least deprived wards it is 81. In the most deprived wards, life expectancy is in decline and health inequalities are greater than they were 10 years ago.

Despite these inequalities there is a considerable reservoir of 'early retired' people in the UK and the County who have the potential both to make a contribution to the SE, but also to gain health benefits from doing so: in Lincolnshire in 2018 there were approximately 133,000 people between the ages of 65 and 80 (Lincolnshire Research Observatory, 2020), and this cohort of the population is growing both relatively and absolutely (Lincolnshire Research Observatory, 2018).

In terms of making a contribution to the social economy, Iparraguirre (2017) estimates that in 2016/17, of the UK population, those over 65 made a contribution to the social economy of £106 billion (6% of GVA) through non-market caring (including children) and through volunteering. And this figure is growing considerably over time. Age UK (2014) suggests that this monetary value underplays the importance of the high levels of skill that many of these older people bring to the social economy.

As well as making this contribution, of course, for older people in the social economy there is evidence that it combats loneliness (and attendant isolation and depression), satiates a need to 'work' once paid employment has ceased, provides structure and order to life and offers a contrast to being home-bound (Smith and Gray, 2005). It also promotes physical activity, boosts self-esteem improves cognitive resilience and can also renew spiritual purpose (Whitney Center, 2018). It has been seen to create a sense of belonging and community (Berg and Johansen, 2017) and can benefit disabled elders in particular (Balandin et al, 2006).

And there is evidence that volunteering in a social care context is reciprocal: both those who give and receive assistance, benefit. The health and quality of life (and the onset of illness and death) are improved in both givers and receivers (Onyx and Warburton, 2008).

Both of these sets of advantages for older people are particularly important in rural areas (such as Lincolnshire) where other services and markets are less well developed than in metropolitan places, creating both more opportunities and needs in the social economy in areas with ageing populations. (Wilson et al. 2017).

The potential of civic conscription

At its most simple, civil conscription *requires* citizens to undertake some form of public duty. This can be either temporary in times of crisis, or permanent to boost civic social capital. The motivations for such civil conscription have been claimed to be to make the citizenry more compliant and disciplined whilst at the same time improving social and environmental engagement and increasing work in the SE at little extra cost. Such schemes also have been mooted as a means of entitlement for unemployment benefit (Bessant, 2016).

Schemes have been targeted at the young in particular. Labour's 2009 manifesto, for example, proposed that every citizen would have to have engaged in compulsory citizenship action by the age of 19 – a *National Youth Service* (Guardian, 2009). In 2019 France announced the introduction of a similar compulsory *General National Service*, mandatory for all citizens aged 16–25 from 2021 onwards. It is to last only a month, but it is designed to instil values – through training and direct experience of community work - that strengthen social cohesion and promote social engagement, that will last well beyond the compulsory period (BBC News, 2019a).

In Switzerland, there is compulsory 'military' service, but this usually requires the citizenry to undertake civic tasks (such as local fire-fighting) or environmental or community/social works (New York Times, 2013).

At a smaller scale individual schools in the United States commonly impose a community service 'tariff' as a condition of graduating, with positive results for both the giver and the recipient (New York Times, 2003). As with most of these schemes the main purpose is to inculcate a culture of 'helping out' that will be assimilated for life.

Whist civic conscription remains controversial in respect of the freedom of the individual, its consideration in the UK and France in particular merit its consideration in any SE strategy. And its implementation can be very local as well as notional.

New governmental priorities

These new policy considerations identify new ‘territories’ of economic activity that are reflected in the priorities of government policy in general. Thus, the future trends of the SE in Scotland, for example (Scottish Government, 2016) give priority to supporting ageing populations; reducing the persistence of inequalities; amplifying the voices of young people; promoting ethical consumption; increasing partnerships and collaboration; moving towards social goals in business; rebalancing the economy; accommodating digital technology (AI); ensuring digital connectivity; and requiring transparency and accountability.

Key Points for Lincolnshire

- There are several characteristics that are likely to change *economic activity* in Lincolnshire in the next 10 years, that the SE is well paced to respond to: achieving carbon neutrality; implementing sustainable development measures; responding to changes in consumer behaviour away from goods and towards experiences and a growth in the sharing economy.
- *Organisational change* in the economy – re-localising supply chains and destination markets; the emphasis on social innovation, and the growth in cross-sector partnerships are well suited to the nature of the SE.
- The SE also is well paced to accommodate *new policy measures* in the areas, for example, of universal basic income (to be trialled in Hull), social retirement and civic conscription.
- There is a need to make the nature of the Social Economy more widely known and understood in Lincolnshire.



PART II – STRATEGY FORMATION

“By creating a Circular Yorkshire, we aim to move our region from a linear economy (take, make, dispose) to a circular economy (where all waste and resources have value). Through this process we can not only address the challenge of climate change, but we can also add value to the local economy, communities and people’s lives. As the majority of existing circular initiatives are based in cities, the rural nature of our region provides an opportunity to become the UK’s first circular region”.

York/North Yorkshire/East Riding LEP
The Circular Economy 2020

10. The Social Economy and Local Economic Partnerships: Results of a Survey

Survey details

As part of the research undertaken in developing a Social Economy Strategy for Greater Lincolnshire, a survey was undertaken of the 37 LEPs (not including Greater Lincolnshire) in England to determine the extent to which they had produced strategies or documents and/or had developed an organisational structure that explicitly addressed SE issues. An initial approach was made on 15 December 2019 to general enquiries and a follow up request was sent on 16 January, specifically to CEOs. 15 Responses (in black) were received as a result:

LEP (responders in black)	SE strategy or document	Specific SE organisational structure
Black Country		
Buckinghamshire		
Cambridgeshire and Peterborough	Generally assimilated	
Cheshire and Warrington		
Coast to Capital		
Cornwall and Isles of Scilly	Generally Assimilated	Have a ‘Social Enterprise Zone’
Coventry and Warwickshire		
Cumbria	Generally Assimilated	
D2N2 Derby and Nottinghamshire		LEP liaises with external third sector inclusion group
Dorset		
M3 Hants/Surrey	No social economy work	
GFirst Gloucestershire		VCS rep on LEP Board: LEP liaises with external third sector inclusion group
Greater B’ham and Solihull		
Greater Manchester		Social Enterprise Action Group is part of LEP
Heart of South West	Strategy of Inclusive Growth	
Hertfordshire		
Humber		
Lancashire		
Leeds City Region		
Leicester (shire)		
Liverpool City Region	Report on value of the social economy	
London		

Norfolk n Suffolk (New Anglia)	Economy strategy with an 'inclusive' theme.	
North East		
Oxfordshire		
Sheffield City Region		
Solent		
South East	Social Enterprise Prospectus produced by LEP	Social Enterprise Working Group is part of LEP
South East Midlands		
Stoke on Trent and Staffordshire		
Swindon and Wiltshire		
Tees Valley		Explicit acknowledgement of the sector.
Thames Valley		
The Marches		Some SE events have been held
West of England	Committed to inclusive growth	
Worcestershire		
York/North Yorks/East Riding	National Lead on the Circular Economy.	

 No specific documents or organisations

 Specific organisations or documents

At the time of the survey, a number of these LEP had overlapping areas, and some Local Industrial Strategies cover more than one LEP area (for example the West Midlands LIS covers Greater Birmingham and Solihull, Coventry and Warwickshire and the Black Country). This chapter is divided into two parts. Firstly, the strategies and organisations in each responding LEP are examined individually. Secondly, a brief overview of the position of LEPs in general in respect of the Social Economy is offered.

Individual LEP action for the social economy

Black Country LEP: the West Midlands Local Industrial Strategy (HM Government, 2019) is committed to developing an Inclusive Growth Unit which will test new approaches for social enterprises. This commits to their growth including Mayoral financing through a social investment fund (page 41). The strategy acknowledges (page 69) that “social economy organisations are a major part of ensuring balanced and more sustainable growth”. Monitoring of the strategy will include social performance indicators.

Buckinghamshire LEP: has no policies for social enterprise at all in their Local Industrial Strategy

Cambridgeshire and Peterborough LEP: this LEP became the Business Board of the Cambridgeshire and Peterborough Combined Authority in 2019. The Industrial Strategy does not have a separate section on the Social Economy, but it has a general objective of building fully inclusive economic growth across all of the (diverse) sub-economies in the LEP area.

Cheshire and Warrington LEP: this has not, at the time of writing, yet produced a Local Industrial Strategy.

Coast to Capital LEP: this has not, at the time of writing, yet produced a Local Industrial Strategy.

Cornwall and Isles of Scilly LEP: this does not have a social economy strategy (nor indeed at the time of writing, a LIS) but there is a strong presence of social enterprises in the LEP area.

There is a *Rural Social Enterprise Zone* in Cornwall, too, which was set up in 2013 both to boost the local economy and care for the environment through businesses that are in pursuit of social good rather than profit. The School for Social Entrepreneurs, Cornwall, predates this by 5 years and was set up to allow social entrepreneurs to create social change. It delivers a range of courses online.

The Employment and Skills Strategy (Cornwall and Isles of Scilly LEP, 2016) supports small, micro, social and

community businesses as part of strategic objective 2 (page 5). European Social Fund monies also allow (under Priority Axis 1) inclusive labour markets to improve social inclusion and social mobility (page 15).

The VCS also is considered one of good practice in employment and skills, although (page 33) that the sector is fragmented. Private sector money also should be used to develop Corporate Social Responsibility in the social economy (page 44).

Coventry and Warwickshire LEP: See Black Country LEP above

Cumbria LEP: The Local Industrial Strategy (Cumbria LEP, 2019) claims to major on **inclusive growth** (section 1.1) to make sure that nobody is left behind in the future economy (2.2), that prosperity and opportunity are shared with all residents (strategic objective 4) and to pursue environmentally sustainable growth (page 12). Targets include reducing disparities in educational achievement (Target 8), reducing workless households (target 9), and addressing youth unemployment (Skills priority 5).

The LIS also seeks to make use of underused assets such as our retired population and people engaged in social and community activity (page 80)

It also claims support for the **social economy**, particularly in relation to prosperous communities (1.2) and achieving a more balanced economy (strategic objective 3).

“Cumbria’s excellence in the voluntary and community sector and the strong nature of many of our communities provides a real launching pad” (for the strategy) (page 9)

It is claimed that there is a richness in the social economy and the third sector, particularly in rural areas, where there are strong networks of support (page 21) and a strong sense of social capital and belonging (page 28). Priorities for places include concentrating on ‘spots of worklessness and social deprivation’ (place priority 1) and supporting local place-shaping programmes (place priority 2)

Developing the social economy is being supported by three Strategy Groups within the governance structure: Business; People, Employment and Skills; and Places. These all work in partnerships with other bodies including SEOs.

D2N2 Derby and Nottinghamshire LEP: this LEP hasn’t undertaken any work on the size and scope of the social economy in their area, but they have undertaken an analysis of the size and economic value of the ‘third sector’ in D2N2 reported in section one of this report. Outside D2N2 as a LEP itself, there exists a D2N2-level third sector inclusion group which acts as a conduit for dialogue within the LEP.

Dorset LEP: this LEP does not have a LIS at the time of writing. They have a ‘growth vision’ (Dorset LEP, 2018) which has one social enterprise commitment:

“Encourage business start-ups and social enterprise in difficult to reach and economically inactive communities by working collaboratively with business leaders, social entrepreneurs, universities and civil society organisations.” (page 19)

M3 Hants/Surrey LEP: no social economy work has been undertaken at all in this LEP. They would like to see results of the survey.

GFirst Gloucestershire LEP: this LEP works closely with the Gloucestershire Voluntary and Community Sector Alliance, with cross-membership. They feel that this is sufficient to cover the social economy.

Greater Lincolnshire LEP: this LEP has no mention of the social economy in its draft (at the time of writing) Local Industrial Strategy.

Greater Birmingham and Solihull LEP: see Black Country LEP

Greater Manchester LEP: the development of the LEP local industrial strategy (2019) explicitly included consultation with social enterprises, and the strategy claims that it will create the optimum conditions for social enterprises and co-operatives to thrive (page 23). The social economy is particularly strong in social care (page 36) health, community development, education, training and sport and leisure services (page 81). It will make public procurement policy more ‘social enterprise facing’ (page 81). The Business Growth Hub will provide advice specifically for social enterprises.

An input to the LEP Industrial Strategy was a background document for developing a social enterprise strategy produced by the Greater Manchester Social Enterprise Network (2018). This defines a social enterprise as (page 2):

“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”.

And had the following aims:

- build a confident and comprehensive social enterprise movement;
- build social enterprise capability and leadership, through business support;
- build dynamic and thriving social enterprise markets;
- making the most of social enterprise assets: human, physical and virtual.

A Greater Manchester Social Enterprise Strategy was proposed in the 2019 Industrial Strategy and a Social Enterprise Action Group was established in January 2020 (Greater Manchester LEP, 2020). This group defines social enterprises as (page 1):

“businesses that reinvest or donate their profit to create positive social change. This allows them to tackle social problems, improve people’s life chances, provide training and employment opportunities for those furthest from the market, support communities and help the environment”.

Their research shows that social enterprises contribute up to £90 million to the Manchester economy and are performing better in terms of increased turnover, than conventional businesses. They note that they are the birthplace of the Cooperative movement. The action group proposed the following actions:

- *researching* to map the social enterprise sector;
- *campaigning* to improve the understanding of social enterprises and to improve support for them;
- *providing* social enterprise business support;
- changing public sector and business *procurement* so that purchasing generates more local social value (the circular economy)
- *identifying* market opportunities, particularly for young people in social enterprise.

Heart of South West LEP: this LEP, at the time of the survey, was developing a strategy for **inclusive growth** which will involve skills training for inclusive growth. The LEP had commissioned a report – How Can you Deliver Inclusive Growth? This was not available at the time of writing.

Hertfordshire LEP: this LEP has not yet produced a LIS.

Humber LEP: this LEP has not yet produced a LIS.

Lancashire LEP: this LEP has not yet produced a LIS.

Leeds City Region LEP: this LEWP is working to produce a strategy jointly with York, North Yorkshire and East Riding LEP (see below)

Leicester and Leicestershire LEP: this LEP has not yet produced a LIS and there is no mention of the Social Economy in their LIS Economic Review (Oxford Economics, 2019).

Liverpool City Region LEP: this LEP commissioned the University of Liverpool report that is referenced fully on part 1 of this research review.

London LEP: this LEP has not yet produced a LIS but it has an evidence base for the LIS (Greater London

Authority Economics, 2020) This will accommodate net zero carbon economy and circular economy thinking (page 6). It also maintains that skills are critical to achieving an inclusive economy (page 68).

Norfolk and Suffolk (New Anglia) LEP: New Anglia LEP’s Economic Strategy for Norfolk and Suffolk (New Anglia LEP, 2017) has **inclusive growth** at its core (page 5), with high but inclusive skills levels (page 7). This growth does not explicitly include the social economy, however. The draft LIS for the LEP, of November 2019 also focuses in inclusive growth in a post carbon economy through sustainable food production and sustainable energy generation.

The New Anglia LEP has also published an Inclusive growth toolkit, which was developed by consultants and published alongside the Economic Strategy to help inform future investments and focus on inclusive growth.

North East LEP: this LEP has not yet published its LIS, but has a strategic Economic Plan (2014) under the overall aim of “growing a more productive, inclusive and sustainable regional economy”. There is no mention of the social economy sector in the Strategic Economic Plan, nor of the circular economy.

Oxfordshire LEP: this LEP has not yet produced its LIS

Sheffield City Region LEP: this LEP has not yet produced its LIS.

Solent LEP: this LEP has produced a LIS consultation document (Solent LEP, 2019) which has, as one of its four foundations, one of which is sustainability (page 5), which requires a balance of social, environmental and economic interests. There is no mention of circular or inclusive economies in the document.

South East LEP: this LEP recently has produced a Social Enterprise Prospectus through a Social Enterprise Working Group. They are now in the process of developing a Social Enterprise Strategy built around the following:

- Working with the sector to shape the allocation of SE LEP European Funding, particularly with match funding arrangements with the Big Lottery;
- Adding social value by promoting innovative local delivery arrangements, as with Royal British Legion Industries which provides signs for major transport projects nationally;
- Identifying new forms of investment and promoting social finance with the SE LEP area;
- Providing targeted sector support, as with the championing of the creative industries.

As part of its Social Economy commitments, the South East LEP also has a rural working group that ties together rural social issues with the LEADER programmes and the LEP Housing Group. This is particularly important for the development of community-led local housing needs as part of social enterprise.

South East Midlands LEP: the July 2019 Local Industrial Strategy has no mention of social enterprise or the circular economy but does mention inclusive growth in respect of skills acquisition (page 47), education (page 53), transport (page 67) training (page 75), upskilling (page 97).

Stoke on Trent and Staffordshire LEP: this LEP has a draft LIS for consultation (January 2020) that is concerned to develop locally delivered social enterprise support schemes (page 28). The Social Enterprise Sector is seen as part of the implementation framework of the LIS (page 54).

Swindon and Wiltshire LEP: the second draft LIS of March 2020 seeks to work with social enterprises in respect of training (page 18) and will work for social and economic inclusion in rural areas (page 35). Strategic Priority 3 of the LIS seeks to develop a multidisciplinary research centre to deliver sustainable technologies for a circular economy (page 13) in the context of a zero-carbon economy (page 10).

Tees Valley LEP: this LEP does not have a separate social economy strategy and claim that it is an area that they do not have direct responsibility for. Nevertheless, the Tees Valley Growth Hub offers all SMEs business support, including social enterprises. Otherwise, local authorities have more direct role in developing social enterprise.

VONNE (Voluntary Organisations Network North East) is the regional support body for the voluntary and community sector. They support research, as well as incubating and supporting new projects and initiatives. Catalyst in Stockton and Middlesbrough Voluntary Development Agency have similar functions

Thames Valley Berkshire LEP: this LEP has not yet produced its LIS and has offered no information about the social economy or social enterprise.

The Marches LEP: this LEP has a draft LIS as of December 2019. This acknowledges the inevitable growth of more innovative and collaborative approaches to business models, citing both

cooperatives and social enterprises as examples of good practice. The social economy is seen as being important in the development of skills. The LEP Board has a member with responsibility for the social enterprise sector and the VCS.

West of England LEP: this LEP does not have a separate social economy strategy, but it is committed to clean and inclusive growth. It does have a number of other strategies that buttress this issue. The LIS of July 2019 sees social cohesion as a key to economic vibrancy (page 30) and to a sense of place (page 74). There are forums for social innovators (page 67) and business advice explicitly for social enterprises (page 68). There is no mention of the circular economy, but inclusive growth is a strong theme throughout the LIS, and merits its own chapter (page 30). The LEP employment and skills plan (undated) emphasises inclusive growth, and the Cultural Strategy of May 2019 emphasises the importance of the social economy in developing culture and the arts.

Worcestershire LEP: this LEP had a consultation prospectus for its LIS. It contains no reference to the circular economy or social enterprise and only one reference to “inclusive growth ambitions” (page 15) in the context of tourism.

York/North Yorks/East Riding LEP: this LEP is leading on the development of the circular economy (York/North Yorkshire/East Riding Local Enterprise Partnership (2020a) and 2020b). Whilst it has not yet produced its LIS yet, the circular economy is central to current thinking:

“By creating a Circular Yorkshire, we aim to move our region from a linear economy (take, make, dispose) to a circular economy (where all waste and resources have value). Through this process we can not only address the challenge of climate change, but we can also add value to the local economy, communities and people’s lives. As the majority of existing circular initiatives are based in cities, the rural nature of our region provides an opportunity to become the UK’s first circular region”.

The LEP has a large number of business-focussed resources to help develop the circular economy. It is recognised that the development of the circular economy requires systems collaboration. This collaboration requires businesses, local authorities charities and community groups to work together.

LEPs and the social economy: an overview

Some patterns emerge from this assessment of the social economy and social enterprise elements of the planning frameworks of the English Local Enterprise Partnerships. Recurring themes from this review are set out below

LEP relationships with the Social Economy	Example LEPs
strategy	
Putative SE strategy	Greater Manchester
organisation	
Formal SE group in the LEP	Greater Manchester, South East
Formal liaison with the SE by the LEP	Derby and Nottinghamshire, Gloucestershire, Tees Valley
Formal SE Consultation in LIS	Marches, Greater Manchester
systems	
Inclusive Economies	Black Country, Cambridgeshire and Peterborough, Coventry and Warwickshire, Cumbria, Greater Birmingham and Solihull, Hart of the South West, London, New Anglia, South East Midlands, Swindon and Wiltshire, West of England, Worcestershire
Balanced Economies	Cumbria
Circular Economy	York/North Yorkshire/East Riding, Leeds City Region, London, Swindon and Wiltshire
Zero Carbon/Post carbon Economies	London, New Anglia, Swindon and Wiltshire
functions	
The SE for Skills transmission	Cornwall, Cumbria
The SE for most deprived communities	Dorset
The SE for social innovation	West of England
The SE for social care	Greater Manchester
The SE for community development	Greater Manchester
training	
School for Social Enterprise	Cornwall
resources	
Social Investment Fund	Black Country
CSR to bring the SE and the Growth Economy closer	Cornwall, Marches
rurality	
Rural Social Enterprise Zone	Cornwall
Importance of SE in Rural Areas	Cornwall, Cumbria, York/North Yorkshire/East Riding, South East, Swindon and Wiltshire

Figure: recurring themes LEPs and the Social Economy

Of particular relevance Greater Lincolnshire is the attention given to rural areas in some LEPs, particularly in relation to the circular economy work of York/North Yorkshire/East Riding. This work includes a circular economy strategy; demonstrator projects; circular guides; business case studies; assessments of natural capital, and a range of funding opportunities:

<https://www.businessinspiredgrowth.com/circular-yorkshire/>

Consonant strategies in Lincolnshire

- Lincoln Food Strategy
- Feeding Tariff
- Lincoln Climate Commission

School for Social Entrepreneurs and e- learning

This national facility explicitly for social enterprise training and skills development has been mentioned in a number of background documents to the LEP Local Industrial strategies. It merits review here as a potential development in the Lincolnshire Social Economy Strategy.

The School was set up by Michael Young in 1997, “to mobilise the experiences of people from all backgrounds and support them to use entrepreneurial approaches to create lasting social and environmental change”.

There are 8 Schools in the UK in total: Cornwall, Devon, East Hampshire, London, Midlands, North West, Scotland, Yorkshire and the North East. Their work has been most recently assessed by the Centre for Local Economic Strategies (2018) which indicates that their training has a significant impact on both job creation and on volunteering.

It also suggests that those being trained come, disproportionately highly, from minority groups in society (20% are BAME participants for example) and that the social enterprises that are supported are more resilient than ‘for profit’ businesses – five year survival rates for the latter are 44% and for social enterprises, 66%. Those being trained also come disproportionately from challenging parts of the country. A third of all those trained work in the 20% most deprived areas of the UK.

In respect of rural counties, there is a well-developed School for Social Entrepreneurs in Devon. This has historically been funded by Devon County Council, with further financial support from the Prince’s Countryside Trust and ESIF Funding through the LEP. There is a Facebook Page on the Devon Social Economy with some 300 engaged SMEs, and *Devon Communities Together*, the Rural Community Council for Devon, has been awarded £98,000 from the LEP to develop SE courses and support services.

The RCC is part of the School for Social Enterprise, and has over 80 E learning courses available online at mid-2020 in the areas of:

- Health and wellbeing;
- Benefits and money advice;
- Social and community enterprise;
- Community development;
- Business and marketing;
- Neighbourhood planning.

It also has a practical workbook for starting a social enterprise specifically in rural areas (MacAllister, 2019)

The Rural Community Council for Hampshire – Action Hampshire – also hosts the School for Social Entrepreneurs in the County. Training and advice are offered to new and aspiring social entrepreneurs to help them to run successful businesses that help the community and address social problems. They also train people from out of the County. In their 5-year evaluation (2012 – 2019), they supported 89 SE start-ups, helped to create 193 new jobs and were responsible for £351,000 invested in local social enterprises.

Further information about the School for Social Entrepreneurs can be found here:

<https://www.the-sse.org/>

Social Enterprise UK

As an organisation, this also was considered by a number of LEP background papers. It is an active membership network of social enterprises in the UK, and national lead on SE policy. It has developed some 21 Social Enterprise Palaces. Its mission is to achieve a more equal society through social enterprise that creates a fairer world and protects the planet. This is to be done by creating a favourable environment in which social enterprises can thrive. Its main functions are as follows.

- Run effective campaigns for our members and lobby on the sector's behalf;
- Carry out robust and respected research to help paint a picture of the UK's social enterprise movement;
- Work with our corporate partners to broker business for our members and other social enterprises;
- Raise awareness of the role that social enterprises play delivering health and care services;
- Build networks between social enterprises;
- Raise the profile of people and social enterprises in the sector.

Currently there are only 4 Social Enterprise UK members shown as registered in the County:

Sortified (Bourne)
Lincolnshire Outdoor Learning (Boston)
Care Plus Group (North East Lincolnshire) Ltd (Grimsby)
Peggy's World CIC (Scunthorpe)

Further information about the Social Enterprise UK can be found here:
<https://www.socialenterprise.org.uk/policy-and-research-reports/Am>



11. Structuring the Lincolnshire Social Economy Strategy

This report so far has reviewed the nature of the social economy and the *content* of policies and plans from the LEPs that embrace social economy issues. This chapter briefly reviews the *form* of extant social economy strategies as a means of informing the structure of a social economy strategy for Lincolnshire. An abridged content of each strategy is set out below.

The form of extant strategies

The Social Economy Strategic Plan for Madrid

https://www.uia-initiative.eu/sites/default/files/2017-12/FINAL%20VERSION_Madrid.pdf

1. What is the Social Economy?
2. Characteristics of the Social Economy
3. The Policy Context (EU, national and local)
4. Objectives, Vision, Mission and Aims
5. Social Economy Start-ups – examples in the social economy
6. Social Economy Needs – tackling inequalities and the environment
7. Making Complex Decisions – the need for structural change.

Social Enterprise Strategy for Scotland (2016 – 2026)

<https://www.gov.scot/publications/building-sustainable-social-enterprise-sector-scotland-2017-20/>

1. What is the Social Economy?
2. Characteristics – What can the Social Economy achieve?
3. Objectives, Vision, Mission and Aims
4. Priority 1 – Stimulating social enterprise
5. Priority 2 – Developing stronger organisations
6. Priority 3 – Realising market opportunity
7. Measuring Success
8. Consultation

West Midlands – Growing the Social Economy Sector

<https://governance.wmca.org.uk/documents/s3224/Appendix%201.pdf>

1. What is the Social Economy?
2. Characteristics of the Social Economy – why focus on the SE?
3. Policy Context (Chapter 1 and LEP research)
4. Priority 1 – improve knowledge of social enterprise
5. Priority 2 – Support
6. Priority 3 – Integrate the SE with the growth Economy
7. Priority 4 – Finance and Funding

Liverpool – The Scale, Scope and Value of the Liverpool City Region Social Economy

<https://www.liverpool.ac.uk/media/livacuk/publicpolicyamppractice/the,scale,,scope,and,value,of,the,Liverpool,City,Region,social,economy.pdf>

1. What is the Social Economy?
2. Characteristics of the Social Economy – Value, Purpose, Size
3. Opportunities – Social Justice and Equality
4. Opportunities – Social Innovation and Social Enterprise
5. Opportunities – Asset Acquisition
6. Opportunities – Procurement and Commissioning
7. Opportunities – Partnership and Social Investment
8. Opportunities – Infrastructure Support
9. Policy, Government and Governance

1. Importance of the Circular Economy
2. Creating a Circular Economy – thinking in systems
3. Action Plan
4. Collaboration

Strategy Purposes

Vision statements

Scotland: Grow the social economy
 Make the social economy the accepted norm
 Make the social economy visible everywhere
 Touch more lives
 Cooperate and partner through trust and respect.

Manchester: Pride in place
 An economy that works I the interests of society
 Lives that are meaningful
 A healthy environment

Aims

Manchester:

- *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



12. Outline Proposals for the Lincolnshire Social Economy Strategy: Strategic Areas

Culture Change

Identity: assert the SE sector as an important part of the County identity and as a developing national reputation. Achieve this through robust data on the value of the social economy to the County. Focus particularly on the value of the social economy in rural areas (Chapter 2).

Branding: pursue branding for the County to become a 'Social Enterprise Place' recognised by Social Enterprise UK: <https://www.socialenterprise.org.uk/existing-places/> (Chapter 10).

Community empowerment: encourage the catalysts to developing the social economy: strong community voices; a strong voluntary sector; a local state which operates in ways sympathetic to the social economy; 'agnostic' political spheres where difference is accepted and agreements are reached through discursive opposition; strong and diverse networks and linkages; through local socio-economic deprivation being not so harsh as to stifle any potential for the emergence of a social economy (Chapter 6).

Confidence: develop a social enterprise movement that is confident, coherent and wide-reaching (Chapter 6).

Principles

Ethical business: SEOs offer a strong alternative to conventional businesses in developing ethical, sustainable and socially responsible business forms. They are not incompatible with 'for-profit' businesses and they can work in partnership (Chapter 3).

Place-based for equity: the SE is sustainable and place-based, with community roots. It offers fair wages for decent work as a means of reducing inequality, lifting people out of poverty, empowering communities and improving health, well-being and the quality of life, through social innovation. This requires localising development (Chapter 2).

Bottom-up: the SE Strategy has a focus on empowering places in a bottom-up way whilst not disenfranchising more traditional sectoral market economic structures (Chapter 2).

Financial with social benefit: the SE Strategy has a focus on financial benefits as well as social benefit. The former will be of most interest to economic agents (such as LEPs), the latter to social agents (such as health authorities) (Chapter 5)

Deprivation and buoyancy: the SE Strategy has a focus on buoyant areas as well as deprived areas. The social economy has a valuable role in both, and some of the most innovative social economies are in very buoyant areas that have embraced the 'post-industrial' or 'post work' economy well (Chapter 6).

Social and growth economies: the SE Strategy strengthens the relationship between the growth economy and the social economy (Chapter 2).

Collaboration: the SE is founded on working in partnership and collaboration (within the SE and between the SE and the growth economy) through processes of mutual support and with both the public and private sectors. More ethical alliances will be developed with socially responsible business. Collaboration is made easier by looking at systems and places rather than individual enterprises. Resources should be shared to reduce costs. Consortia should be developed for joint bidding, risk sharing, improved effectiveness and increased social impact. Collaborative technologies (information, peer to peer support, funding sources) also should be developed. Collaboration should be inclusive (Chapter 8).

Innovation: due emphasis should be placed on social innovation as well as technical and economic innovation (Chapter 2).

Volunteering and inclusion: volunteering is an essential part of inclusive communities (Chapter 2)

Administration

Representation: introduce 'Lead' representation for the social economy and social enterprise on the LEP Board, consistent with a number of other LEPs (Chapter 10).

Leadership: create a forum for social economy leaders to be strategic rather than defensive, with a clear line in to 'speaking to power' (Chapter 10).

Empirical evidence: collect ongoing data through the Lincolnshire Research Observatory on the size and performance of the Social Economy in the County. Develop a common SE Digital Platform as a database, forum and 'one stop shop' (through websites and apps). Build research capacity and an understanding of good practice nationally and internationally. Develop a database of good practice (and bad practice). Regularly monitor output of the office for Civil Society. Always share what is learned (Chapter 4).

Social value: develop a social value framework for measuring the value of the social economy in the County. This should measure performance on both social and commercial criteria and provide a checklist of evidence needs. It should develop a robust but simple system of impact measurement (market, social environmental, carbon impact, local multipliers) and develop social reporting through an annual social report. Capability in social impact measurement should be enhanced (Chapter 5).

Land banks: develop a land-bank database of publicly owned assets susceptible to a Community Right to Bid to allow increased resources into the SE (Chapter 6).

Partnerships: SEOs in the county should be encouraged to join the Inclusive Economy Partnership

Policies

Corporate Social Responsibility: further develop Corporate Social Responsibility across the County. This has been significant in most well-developed SEs (Chapter 8).

Social Economy Regions: Feed the results of the European Social Economy Regions Pilot (ESER) of February 2018 into County polices for the SE. Its aim is to raise visibility and awareness about the social economy at regional and local level (Chapter 2).

Local community planning: the SE has a particularly important role in local level Neighbourhood Planning. It grows in response to perceived local community need in respect of, for example, housing, care (young and old), transport, carbon zero action. All should be encouraged through responsive community development support, localised SE Action Plans, linked to equality groups (gender, disability, age, race, belief and sexual orientation) (Chapter 6).

Proposals

Information and Persuasion

Debates: series of publicly accessible debates should be set up in the County, the 'Social Economy Debates', to examine radical views of the future of the county economy, for example: circular economies, inclusive economies, sharing economies, place-based development (Chapter 2), corporate social responsibility (Chapter 8) zero carbon economies, re-localisation, the future of consumption, social innovation, universal basic income, social retirement, civic conscription (Chapter 9).

Campaigns: develop County-wide campaigns to encourage everyone to buy and consume 'social' and 'local' (including local authorities) (Chapter 6)

School of Social Entrepreneurs: that a School for Social Entrepreneurs is set up in Lincolnshire. In terms of the precedents in Devon and Hampshire, this might usefully be hosted by Community Lincs/YMCA (Chapter 10).

Social Enterprise UK: consideration should be given to more County-based SEs joining Social Enterprise UK and seeking at the County-level to become a member of Social Enterprise East of England as a membership organisation. Currently it includes the counties of Bedfordshire, Cambridgeshire, Essex, Hertfordshire, Norfolk and Suffolk (www.seee.co.uk) (Chapter 10)

Business support: a clear Social Enterprise Business Advisory Service needs to be identified to assist in socially oriented start-ups and development. This should build leadership (particularly in deprived places for future community leaders), management and competence and should develop networks of experienced mentors and advisors. It should have a clear locally-delivered place-based focus, rather than a sector-based one, tailored to individual needs through targeted learning programmes. Social Enterprise advice should not be detached from mainstream advisory services. The West Midlands Combined Authority has a 10-year plan to achieve this (Chapter 8).

Workforce development: it should be a priority to nurture and educate the workforce and improve employability (including through volunteering). It will be important to develop a fair work strategy. The SE operates in fragile and vulnerable parts of the economy and this should be accounted for in higher support costs to embrace social inclusion and health and well-being outcomes. There should be an aim to pay the living wage and stress employee rights and workplace democracy. Provide mechanisms to employ people with higher support needs. (Chapter 6)

Education: The SE should be taught on the mainstream school curriculum. Teaching packs should be developed for pre-school, school, college and University education. Informal, continuing and adult education should be developed (Chapter 6).

Work Experience: increase work experience in the SE sector through FE Colleges (building human capital) (Chapter 5)

Financial Incentives and Penalties

Community right to bid: encourage the Community Right to Bid for appropriate publicly-owned buildings, and use publicly-owned buildings at peppercorn rents to encourage social start-ups (Chapter 8).

Business Rate Relief: consider Business Rate relief for SE start-ups (Chapter 8)

Funding: establish a social economy fund for social investment, administered by a partnership board; develop a strategy for Crowdfunding; capital investment should be undertaken to produce revenue streams; avoid excessive indebtedness and educate about risk; make funding available for innovation, experiments and trials; make funding available against social impact rather than commercial return. Use the full range of available social finance (Chapter 8).

Action Projects

Action planning: develop three year rolling action plans to accompany the ten-year strategy. These should include good practice examples, key performance indicators, a programme of SE research and data collection through a SE census to measure the contribution of the sector. Develop monitoring and review (Chapter 8).

Procurement: develop a procurement group to rationalise local procurement of all types. The public sector in particular has considerable purchasing power for the SE. Public procurement therefore should be oriented towards the SE. Public Sector and the SE should work more closely in partnership for procurement. Commissioning should be through collaborative partnerships. Social procurement planning should embrace the SE fully (but should be fully costed). The West Midlands Combined Authority commits to a minimum of 5% of its procurement budget being spent in the social economy sector (Chapter 7).

Consumer Markets: consumers increasingly want to buy ethically (in social environmental, local and carbon terms) the SE should major on meeting these ethical criteria. This requires greater understanding of the SE amongst the general population. Develop a 'Buy Social' certification as a quality kite mark. Raise the profile of 'Social Enterprise Communities'. Encourage SEs to be more consumer facing (Chapter 8).

Business Markets: develop unique *business to business opportunities* between the SE and the commercial sector. Develop *social economy networks*. Develop a *social enterprise directory*. Develop new *models of exchange* (sector currencies, local exchange and trading), pooling of resources, keep money circulating in the local economy. Encourage private companies into *Social Purchasing* (Chapter 8)

Developing places: spaces for social innovation should be developed as part of civic innovation. Twinning or partnering of entrepreneurs (public and private sector) should be undertaken with funding (Chapter 2)

PART III DATA ANALYSIS

13. Quantitative Data: The Social Economy Landscape in Greater Lincolnshire

This chapter is broken down into 5 sections: A general Greater Lincolnshire overview, and then sections which focus on Charities, Mutuels, Community Land Trusts, and Community Interest Companies respectively, with each of these sections first giving a Greater Lincolnshire-wide overview, and then a more detailed breakdown by geographical area.

Overview of Social Economy Organisation Activity

Research has been undertaken to identify data relevant to social economy organisations in Greater Lincolnshire and has been analysed in an attempt to explore and tentatively quantify the number of social economy organisations registered in the Greater Lincolnshire area. Due to difficulties in capturing data, which are described below, and in greater detail in the final section, this report focusses on data relating to 4 main reported categories of social economy organisation, for which data is more readily available. These are: Charities, Mutuels, Community Land Trusts and Community Interest Companies. It is acknowledged that there are a number of other categories of organisation that can be classified as making up the social economy, and that a less formal social economy also exists and operates locally that is not necessarily captured by more traditional reporting methods making it much more difficult to quantify.

Within the four categories to be focussed on in this report, the data is not always clear enough to enable a reliable census of relevant organisations. For example, it is recognised that not all Mutuels would be classed as social economy organisations (i.e. if they only exist to serve their members, rather than to fulfil a social purpose), however it is not possible to distinguish between these types using the data sources accessed as part of this research. Charities provide another example of the complexity of social economy data – with charities which engage in trade or some other form of economic activity being more relevant to the social economy than those whose sole purpose is to fundraise for their beneficiaries. With this in mind, the data gathered and presented for charities that operate in Greater Lincolnshire has made the assumption that if a charity also has registration with Companies House, then it can be considered as being a part of the social economy sector, whilst those that do not have any form of dual registration have been assumed to be organisations which are more tangentially linked to the social economy. For reference and comparison, both types of charity are reported here.

Further difficulties in quantifying the number of social economy organisations in a given area are caused by differences in the way that data is reported and presented, and the way it can be combined with other data, such as post code data, to establish the geographical location of the social economy organisation in relation to their Local Authority Area and Local Authority District (it should be noted that this location will refer to the registered address of the organisation, which in some cases may be different to the location in which it mainly operates). Where post code data matching was not possible, parliamentary constituency has been used as a proxy for geographical location. Whilst these areas have a general correspondence with Local Authority Areas and Local Authority Districts, they are not directly comparable, therefore the two methods of geographical allocation used together should be seen only as a general indication of the activity levels of social economy organisations in different parts of Greater Lincolnshire.

A further caveat to the accuracy of the data in this report is that some social economy organisations may have more than one registered status. This must be kept in mind when regarding the totals of the number of different types of social economy organisation in each area, as it is possible that some enterprises may be double counted, however it is not possible from the data examined here to determine, which (if any) this may apply to.

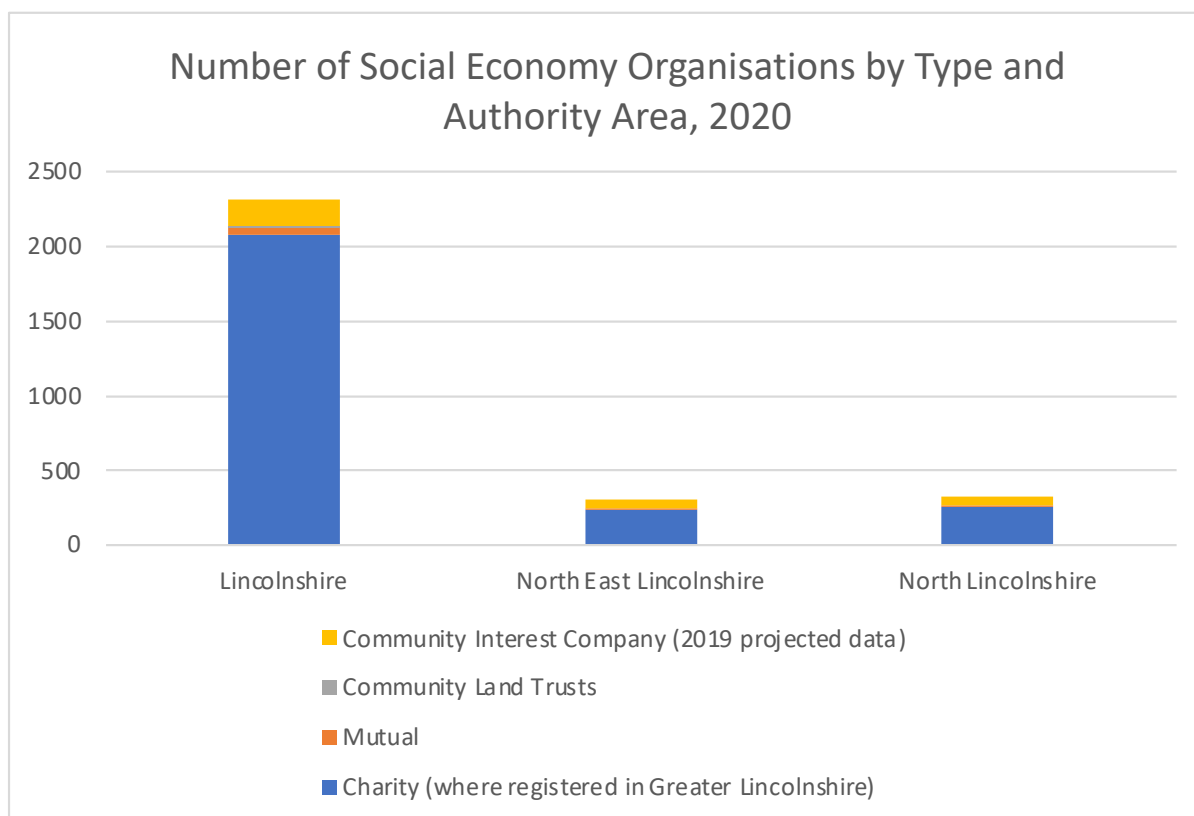
Greater Lincolnshire Summary

The Local Authority area of Lincolnshire has, by far, the highest number of social economy organisations across all 4 categories, and is home to all of the Community Land Trusts in the county. Charities are, by far, the most common type of social economy organisation operating within Greater Lincolnshire, with the highest numbers in each of the 3 areas. Due to the paucity of current data relating to Community Interest Companies, the figures given here are projections based on national figures. These figures are explained more fully in the section on Community Interest Companies. Data for Charities, Mutuals, and Community Land Trusts are up to date as of February/March 2020.

Number of Social Economy Organisations by Authority, 2020

Type of Social economy organisation	Lincolnshire	North East Lincolnshire	North Lincolnshire	Total
Charity (where registered in Greater Lincolnshire)	2082	237	255	2,574
Mutual	48	10	12	70
Community Land Trusts	8	0	0	8
Community Interest Company (2019 projected data)	179	63	63	305
Total	2,317	310	330	2,957

Number of Social economy organisations by Type and Authority, 2020



Social Economy Organisations in Relation to Population

Population figures for each of the three Authority Areas has been used to calculate the average number of charities, mutuals, and Community Interest Companies in each area. A total of the number of social economy organisations measured in this report has been calculated and used to give an indication of the total number of readily measurable social economy organisations per head of population in each area. These figures show that Lincolnshire has both the highest number of charities, and the highest number of readily measurable social economy organisations per head of population, but that both North East Lincolnshire and North Lincolnshire have higher numbers of Community Interest Companies per head of population.

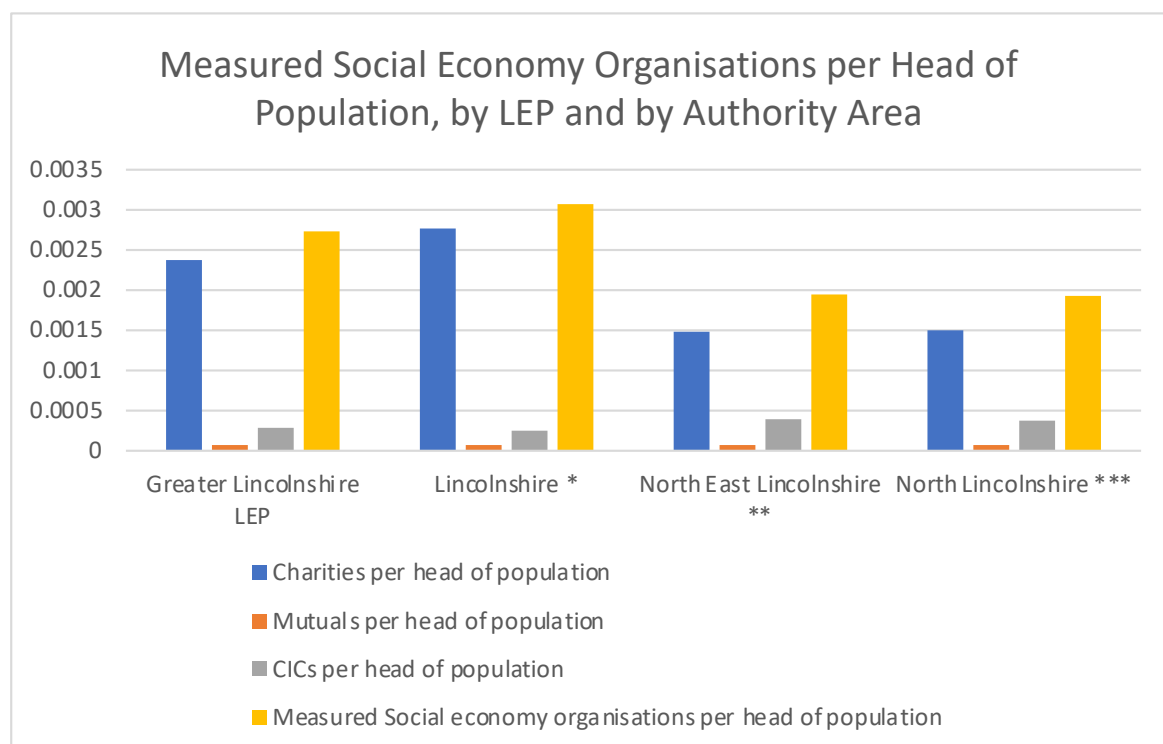
Measured Social Economy Organisations per Head of Population, by LEP and by Authority Area

Area	Population	Charities	Charities per head of population	Mutuals	Mutuals per head of population	CICs	CICs per head of population	Total Measured Social economy organisations (inc. CLTs for Lincolnshire)	Measured Social economy organisations per head of population
Greater Lincolnshire LEP *	1,087,700	2,574	0.002366	70	0.0000644	305	0.0002804	2,957	0.0027186
Lincolnshire *	755,800	2082	0.002755	48	0.0000635	179	0.0002368	2,317	0.0030656
North East Lincolnshire **	159,821	237	0.001483	10	0.0000626	63	0.0003942	310	0.0019397
North Lincolnshire ***	171,300	255	0.001489	12	0.0000701	63	0.0003678	330	0.0019264

* 2018 figures <http://www.research-lincs.org.uk/LROPresentationTools/UI/Pages/MappingTool.aspx?dataInstanceID=7875>

** 2018 figures <http://www.nelincsdata.net/>

*** 2017 figures <https://lmihumber.co.uk/humber-profile/north-lincolnshire/>



Charities

Data on UK charities was downloaded from the CharityBase website (<https://charitybase.uk/chc>) using the search filter of “Lincolnshire”. CharityBase “is an unofficial project to clean up, aggregate and supplement the data they publish and make it accessible to every kind of user”. It is an Open Data source that draws its information from four online data sources provided by the Charity Commission for England and Wales, and as such, this provided the most useful data set in terms of geographical referencing. This data refers to the period up until the beginning of March 2020 and includes all of the charities which currently operate within the area of Greater Lincolnshire. In order to bring the charity data in line with other data sets, it was attempted to combine this with post code data from the Office for National Statistics (ONS) website (<https://ons.maps.arcgis.com/home/item.html?id=c4aeb11ff5b045018b7340e807d645cb>) in order to determine the local authority district that the charities were registered in. However due to large gaps in post code data when referencing the Charity Base data against the ONS postcode data, this was not a reliable method. Other sources of postcode data were investigated, including www.doogal.co.uk. Whilst this data source proved

reliable for determining local authority district by post code for North Lincolnshire and North East Lincolnshire (<https://www.doogal.co.uk/AdministrativeAreas.php?district=E06000013> and <https://www.doogal.co.uk/AdministrativeAreas.php?district=E06000012>), there was no corresponding data set available for Lincolnshire post codes. Due to this, the geography of charities has been determined by the parliamentary constituencies that they are registered in. This gives a picture of the geographical spread of charities within Greater Lincolnshire, however means that it cannot be directly compared to the geographical spread of other types of social economy organisation, which are reported by Local Authority Area or by Local Authority District.

Information on the constituencies falling in the 3 Local Authority Areas within Greater Lincolnshire was taken from the following websites, <https://lincolnshire.moderngov.co.uk/mgMemberIndexMP.aspx?bcr=1>, <https://www.northlincs.gov.uk/your-council/have-your-say/mp-and-meps/> and <https://www.nelincs.gov.uk/councillors-and-democracy/local-members-of-parliament-and-members-of-the-european-parliament/#1452695495907-4ebfcb58-259b>, and are as follows*:

Greater Lincolnshire Parliamentary Constituencies

Lincolnshire	North East Lincolnshire	North Lincolnshire
Louth and Horncastle	Brigg and Goole	Great Grimsby
Grantham and Stamford	Scunthorpe	Cleethorpes
South Holland and the Deepings		
Sleaford and North Hykeham		
Gainsborough		
Lincoln		
Boston and Skegness		

*As the constituency of Cleethorpes spans both North Lincolnshire and North East Lincolnshire, it has been grouped with Grimsby as a North East Lincolnshire areas due to its geography.

Greater Lincolnshire Overview

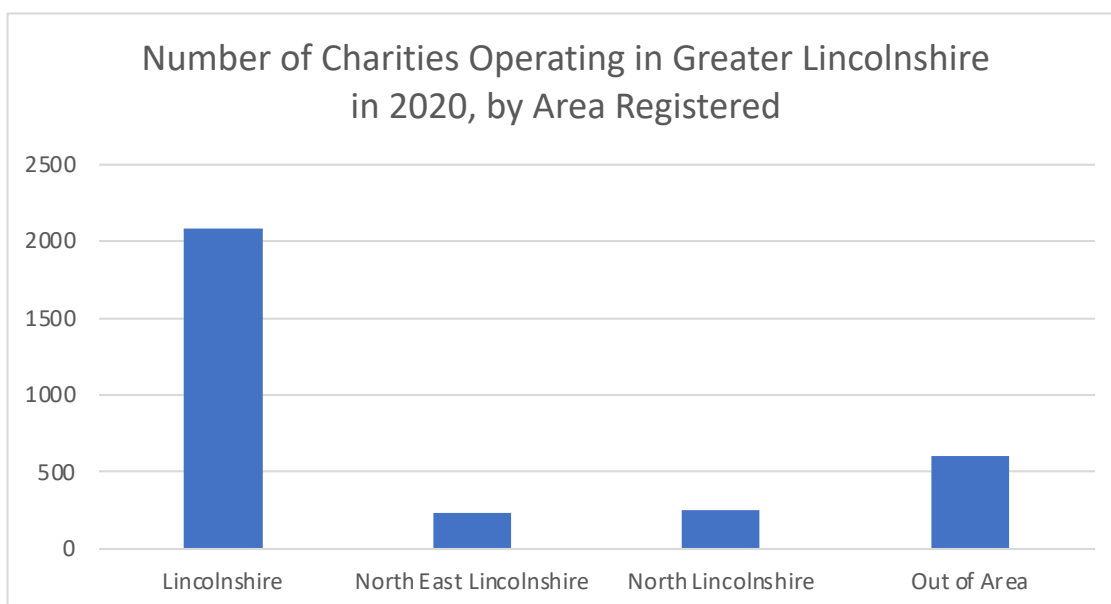
Where the registered address of a charity operating in Greater Lincolnshire was outside of the Greater Lincolnshire area, they have been designated as an Out of Area charity in order to allow a more granular focus on the data of those charities that are both registered in Greater Lincolnshire, and assumed to be operating within the county. This has been done using the assumption that charities that are registered in Greater Lincolnshire will have more of a focus on activities which take place within Lincolnshire, including both fundraising, and service provision. This assumption has enabled a more detailed view of the spread of charities within Greater Lincolnshire, based on where they are registered, but not necessarily based in where they are (most) active. This approach replicates the approach taken with the data on Mutuals and Community Interest Companies, where the registered address of the organisation is taken as the basis for the geography of the enterprise, as to explore all of the locations in which an organisation operates is outside of the scope of this research.

The Charity Base data provides a live snapshot of the data on charities as it stood on the date they were downloaded (02/03/20), therefore it does not allow for the analysis of data regarding historic charities which have since ceased their activities. Whilst a significant percentage (19%) of charities operating within Greater Lincolnshire were out-of-area charities, by far the largest proportion were registered within Greater Lincolnshire, with Lincolnshire playing host to the largest proportion at 66% (a total of 2082 charities), with North East Lincolnshire and North Lincolnshire having much more modest proportions of the charities, at 7% and 8% respectively. The total percentage of charities which are operating in, and registered in Greater Lincolnshire is 81%, which is a total of 2,574 charities.

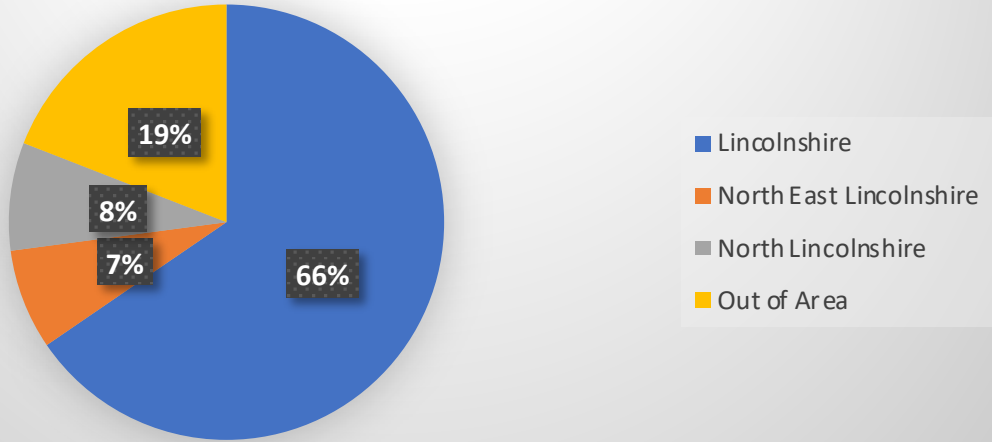
Number of Charities Operating in Greater Lincolnshire in 2020, by Area Registered

Authority Area	Number of Charities
Lincolnshire	2082
North East Lincolnshire	237
North Lincolnshire	255
Out of Area	607
Grand Total	3181

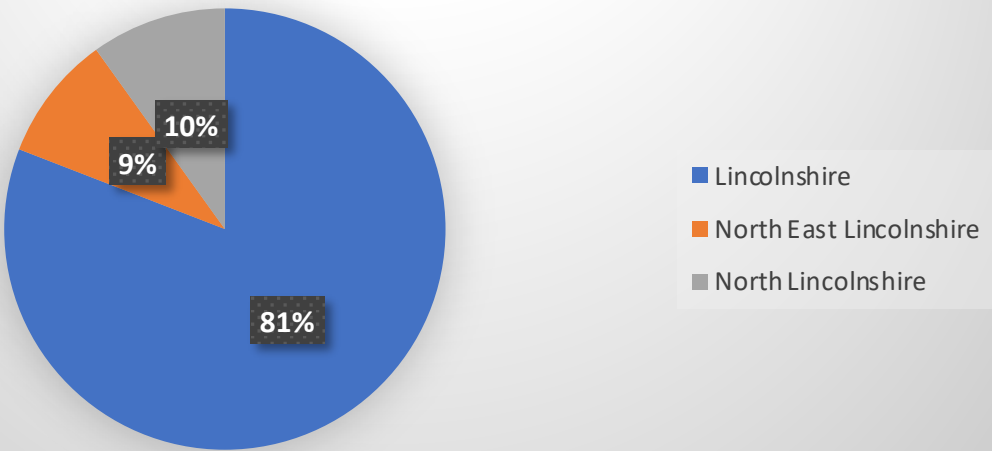
Number of Charities Operating in Greater Lincolnshire in 2020, by Area Registered



Percentage of Charities Operating in Greater Lincolnshire by Place of Registration



Percentage of Charities Registered in Greater Lincolnshire, by Area of Registration



Charity Activity Across Time – Overview

Although information about charities which are no longer operational is not available in the Charity Base dataset, some information about the activity of the charity sector over recent years can be determined by using the registration date of currently active charities. This shows a small but steady increase in the number of active charities each year in North East Lincolnshire and North Lincolnshire, and a significant and steady upturn in the number of charities registered in Lincolnshire over the time period 2005/06 to 2019/20.

Active Charities in Greater Lincolnshire by Local Authority Area and Parliamentary Constituency, 2005-2020

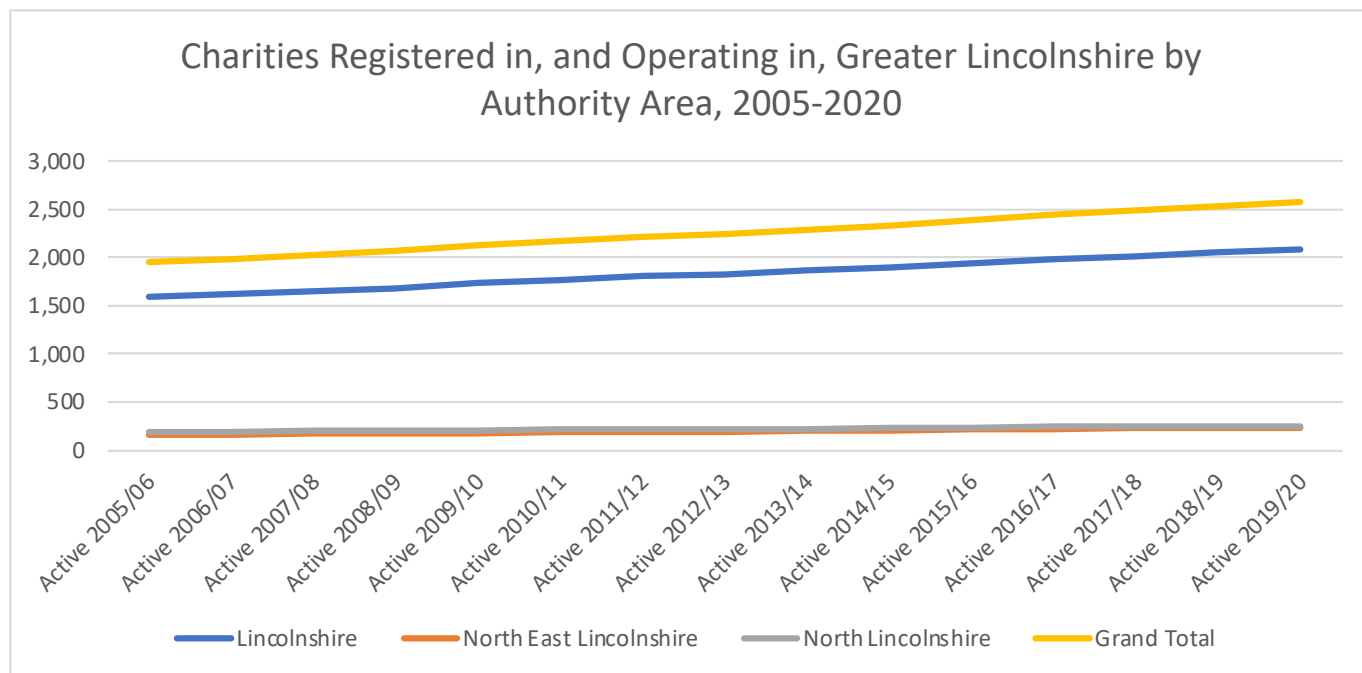
Constituency Areas by Geographical Area	Active 2005/06	Active 2006/07	Active 2007/08	Active 2008/09	Active 2009/10
<i>Lincolnshire</i>	1,596	1,625	1,656	1,685	1,733
Boston and Skegness	203	208	212	213	216
Gainsborough	249	252	257	259	266
Grantham and Stamford	233	238	242	248	254
Lincoln	143	147	153	156	167
Louth and Horncastle	293	296	299	302	309
Sleaford and North Hykeham	268	275	281	290	300
South Holland and The Deepings	207	209	212	217	221
<i>North East Lincolnshire</i>	163	166	169	176	181
Cleethorpes	93	95	98	103	104
Great Grimsby	70	71	71	73	77
<i>North Lincolnshire</i>	192	195	200	203	211
Brigg and Goole	116	117	120	121	125
Scunthorpe	76	78	80	82	86
<i>Grand Total</i>	1,951	1,986	2,025	2,064	2,125

Constituency Areas by Geographical Area	Active 2010/11	Active 2011/12	Active 2012/13	Active 2013/14	Active 2014/15
<i>Lincolnshire</i>	1,768	1,806	1,825	1,866	1,897
Boston and Skegness	224	226	227	231	234
Gainsborough	270	277	278	280	287
Grantham and Stamford	262	266	268	272	278
Lincoln	172	175	178	183	187
Louth and Horncastle	312	320	324	333	336
Sleaford and North Hykeham	303	313	317	324	331
South Holland and The Deepings	225	229	233	243	244

<i>North East Lincolnshire</i>	184	189	197	202	208
Cleethorpes	104	107	110	112	117
Great Grimsby	80	82	87	90	91
<i>North Lincolnshire</i>	215	218	219	223	229
Brigg and Goole	125	125	126	127	130
Scunthorpe	90	93	93	96	99
<i>Grand Total</i>	2,167	2,213	2,241	2,291	2,334

Constituency Areas by Geographical Area	Active 2015/16	Active 2016/17	Active 2017/18	Active 2018/19	Active 2019/20
<i>Lincolnshire</i>	1,944	1,981	2,016	2,052	2,082
Boston and Skegness	237	242	247	248	252
Gainsborough	295	300	303	311	312
Grantham and Stamford	289	298	304	314	318
Lincoln	194	200	206	212	214
Louth and Horncastle	342	347	353	356	363
Sleaford and North Hykeham	337	341	345	347	354
South Holland and The Deepings	250	253	258	264	269
<i>North East Lincolnshire</i>	214	222	229	233	237
Cleethorpes	122	127	132	135	139
Great Grimsby	92	95	97	98	98
<i>North Lincolnshire</i>	236	242	245	250	255
Brigg and Goole	134	137	139	142	146
Scunthorpe	102	105	106	108	109
<i>Grand Total</i>	2,394	2,445	2,490	2,535	2,574

Charities Registered in, and Operating in, Greater Lincolnshire by Authority Area, 2005-2020

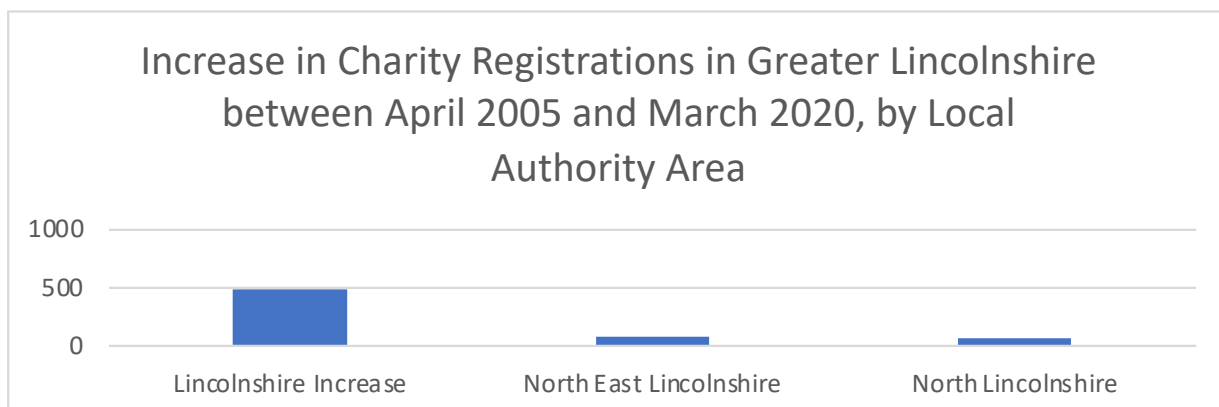


Charity Registrations

All 3 Authority Areas have experienced steady growth in the number of charities registered, with Lincolnshire showing by far the highest increase in the number of charities registered, with 486 charities registering in the area between April 2005 and March 2020. This is compared to much smaller increases of 74 in North East Lincolnshire, and 63 in North Lincolnshire. The number of charity registrations will be examined by Local Authority Area in the section below.

Increase in Charity Registrations between April 2005 and March 2020, by Local Authority Area

Local Authority Area	Increase in charity registrations between 2005/06 and 2019/20
Lincolnshire Increase	486
North East Lincolnshire	74
North Lincolnshire	63
Greater Lincolnshire Total	623



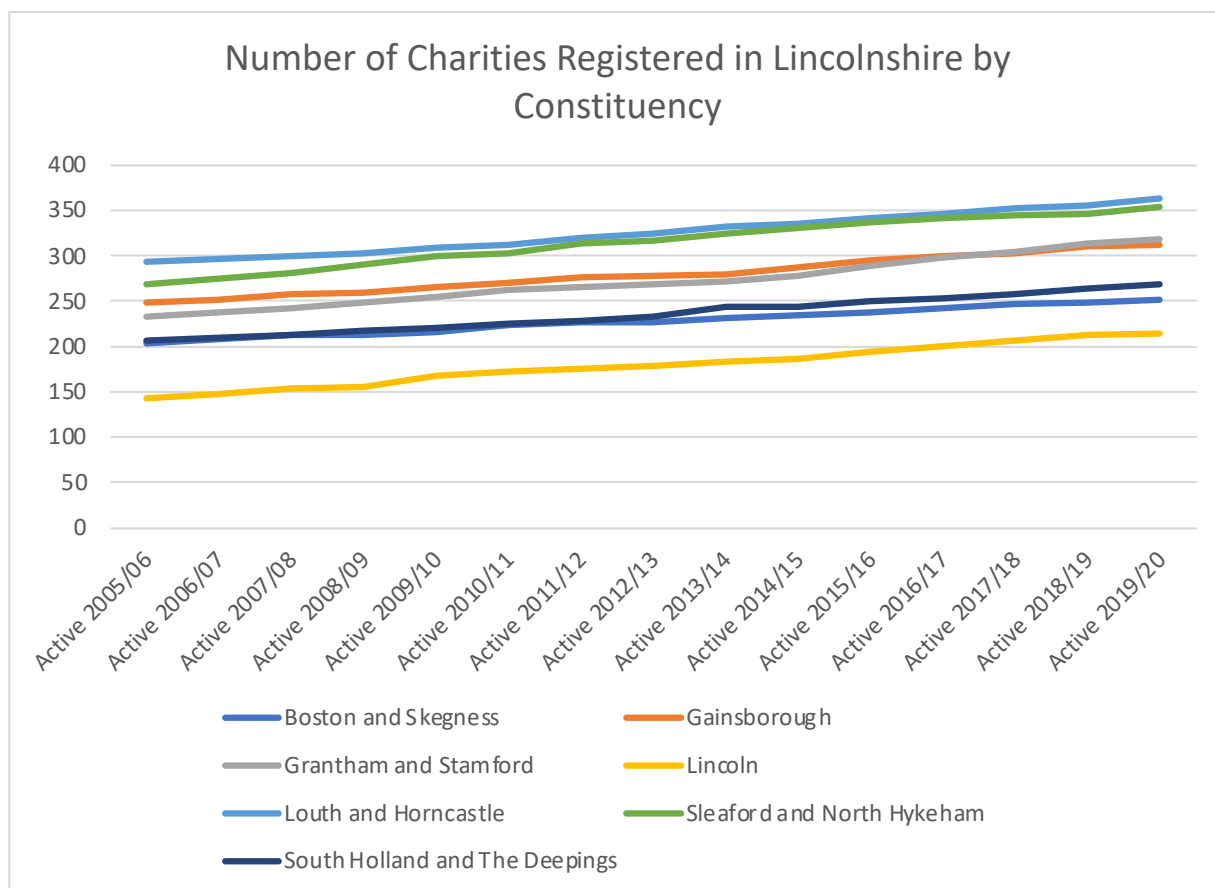
Charity Numbers Across Time – Lincolnshire

All 7 constituency areas experienced a steady increase in the number of charities active each year, suggesting that the charity sector in Lincolnshire is economically viable and growing. It must be noted however that these figures do not account for any charities that were active and then ceased prior to March 2020.

The figures show that within Lincolnshire, the constituency of Louth & Horncastle, which most closely maps to the district of East Lindsey, consistently has the highest number of newly registered charities across the whole time-period. Whilst East Lindsey is the largest, but least densely populated district in Lincolnshire, it should be noted that it is also the most economically deprived district in the Local Authority Area, with 34% of residents living in areas that are classified as amongst the most deprived three deciles of deprivation in the country (<http://www.research-lincs.org.uk/UI/Documents/2019.pdf>). East Lindsey was also ranked as the 30th most deprived district in England according to 2019 figures regarding the 326 districts in the country. This may indicate that high levels of need may be a driver for the high levels of activity in the charity sector with the district, however some of the particularly deprived coastal regions fall under the constituency of Boston & Skegness, so are not represented in the Louth & Horncastle figures.

This postulation, however, is not supported by active charity figures in the constituency of Sleaford & North Hykeham (which best maps to the Local Authority District of North Kesteven), where rates of charity formation are also high. This district is home to the smallest percentage of residents living in areas that are classified as amongst the most deprived three deciles of deprivation in the county, at only 0.7%, and ranks at 268th of the 326 English districts in terms of deprivation, which is the lowest ranking district in the Local Authority Area of Lincolnshire. One explanation for these apparently divergent results could be that charity formation in East Lindsey might be demand driven, i.e., there is a need for charities as a result of high levels of deprivation, whereas charity formation in North Kesteven might be supply driven i.e., there may be a higher proportion of people with the skills and time to set up charities.

In contrast to the rurality of Louth & Horncastle, the constituency of Lincoln, which encompasses the most dense population consistently has, by far, the lowest number of registered charities based there. However, it appears that the gap between Lincoln and the next lowest area of charity activity, Boston & Skegness, is narrowing, with a difference of only 38 in 2020, compared with a difference of 60 in 2005.

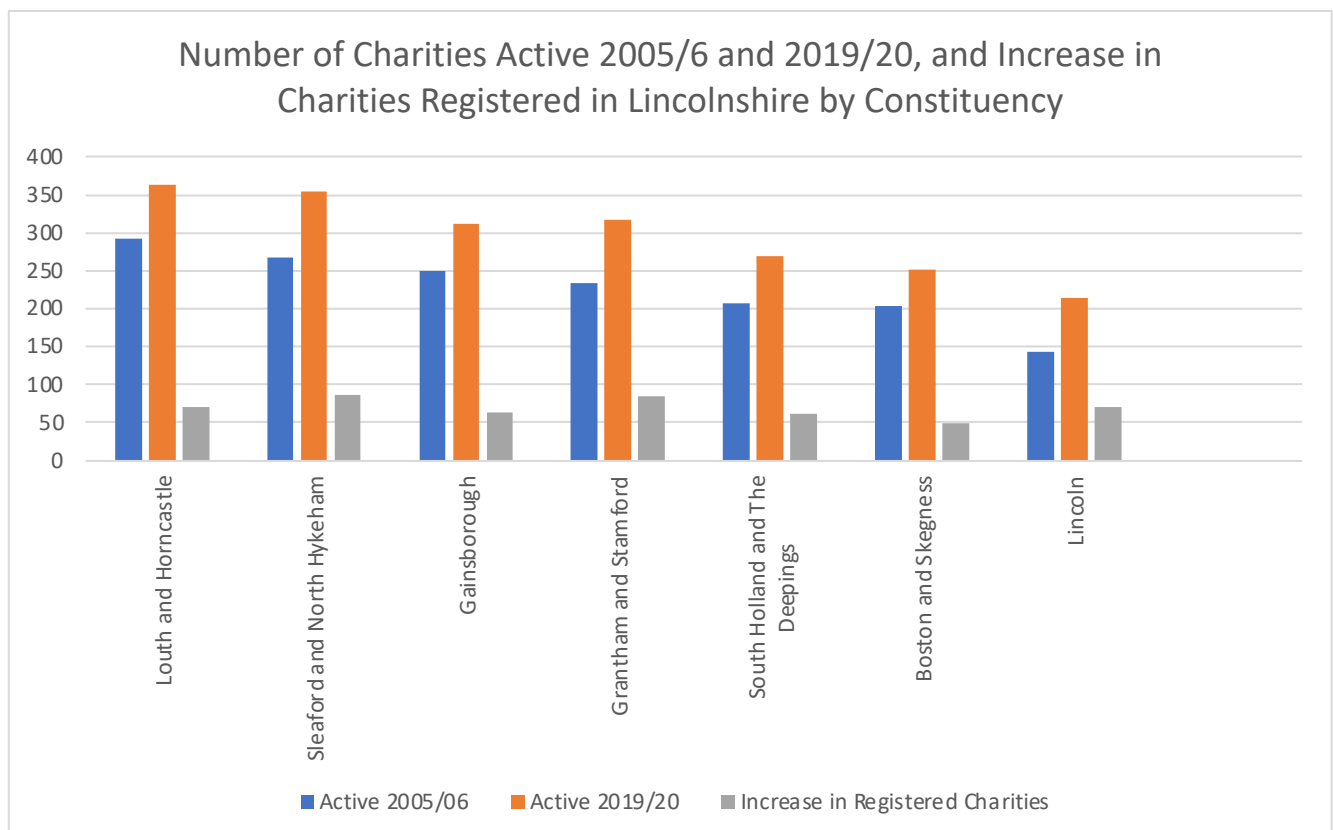


Increase in Charity Registrations

The constituencies of Sleaford & Hykeham, and Grantham & Stamford show the greatest increase in registered charity numbers across time. The constituency of Lincoln has the lowest number of registered charities over all, and the 3rd highest increase in numbers during the time-period. Further areas to explore would be what differences there are in the levels of advice and support available to organisations looking to register as charities across the different areas of Lincolnshire, to see if there are any particular elements of support or examples of good practice that could be shared with other areas.

Number of Charities Active, and Increase in Charities Registered in Lincolnshire by Constituency (with rank order according to highest number of charities, or highest number of new registrations)

Lincolnshire Constituency	Active 2005/06	Active 2005/06 Rank	Active 2019/20	Active 2019/20 Rank	Increase in Registered Charities	Increase in Registered Charities Rank
Louth and Horncastle	293	1st	363	1st	70	4th
Sleaford and North Hykeham	268	2nd	354	2nd	86	1st
Gainsborough	249	3rd	312	4th	63	5th
Grantham and Stamford	233	4th	318	3rd	85	2nd
South Holland and The Deepings	207	5th	269	5th	62	6th
Boston and Skegness	203	6th	252	6th	49	7th
Lincoln	143	7th	214	7th	71	3rd
Lincolnshire Total	1,596	N/A	2,082	N/A	486	N/A

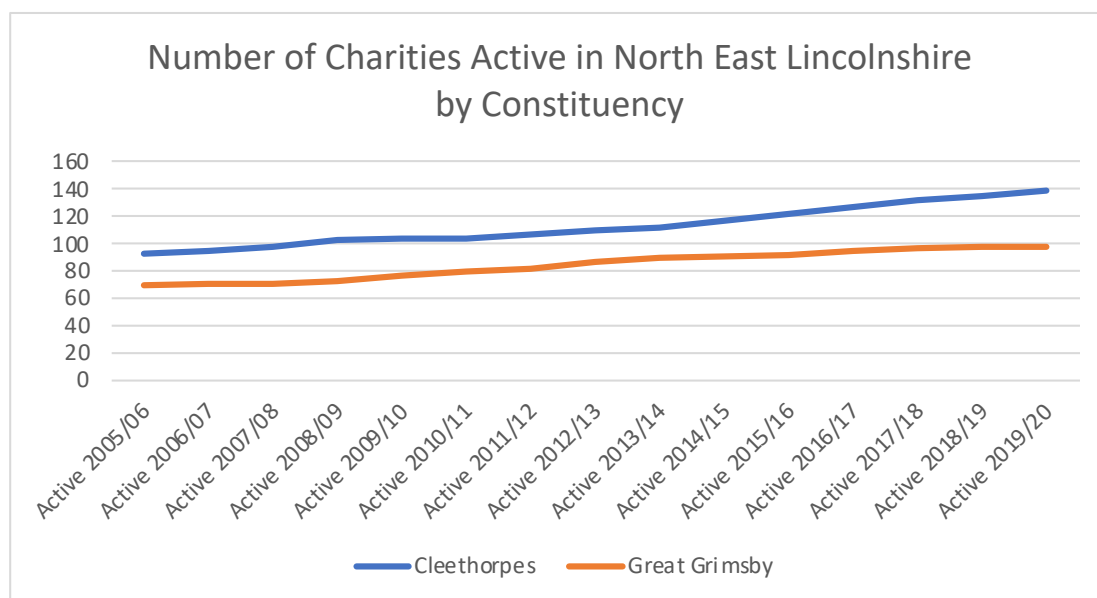


Charity Activity Across Time – North East Lincolnshire

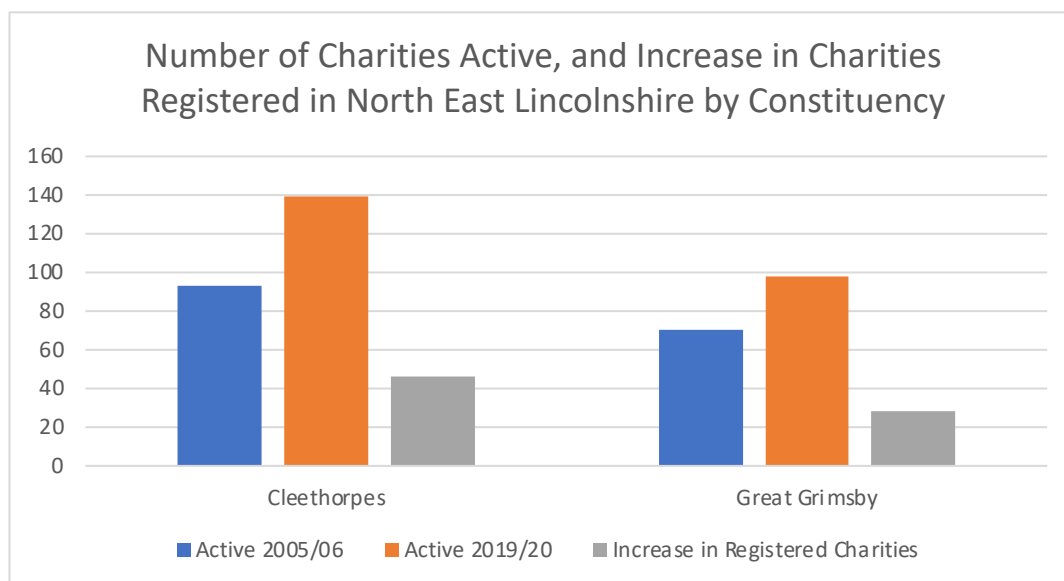
Both constituencies within North East Lincolnshire show a steady increase in the number of active charities over the time-period, with Cleethorpes consistently having a higher number of active charities than Great Grimsby. The combined figures for North East Lincolnshire are lower than those in the Lincolnshire constituency of Lincoln, which is the area that has the lowest charity activity levels in its Local Authority Area. Cleethorpes also has a higher number of new charities at the end of the time-period compared to Greater Grimsby. This may be down to population differences but could also suggest that the Cleethorpes area is a more attractive place to start up a charity, and also may have better support available to support charitable activities.

Number of Charities Active, and Increase in Charities Registered in North East Lincolnshire by Constituency

North East Lincolnshire Constituency	Active 2005/06	Active 2019/20	Increase in Registered Charities
Cleethorpes	93	139	46
Great Grimsby	70	98	28
Total	163	237	74



Number of Charities Active, and Increase in Charities Registered in North East Lincolnshire by Constituency



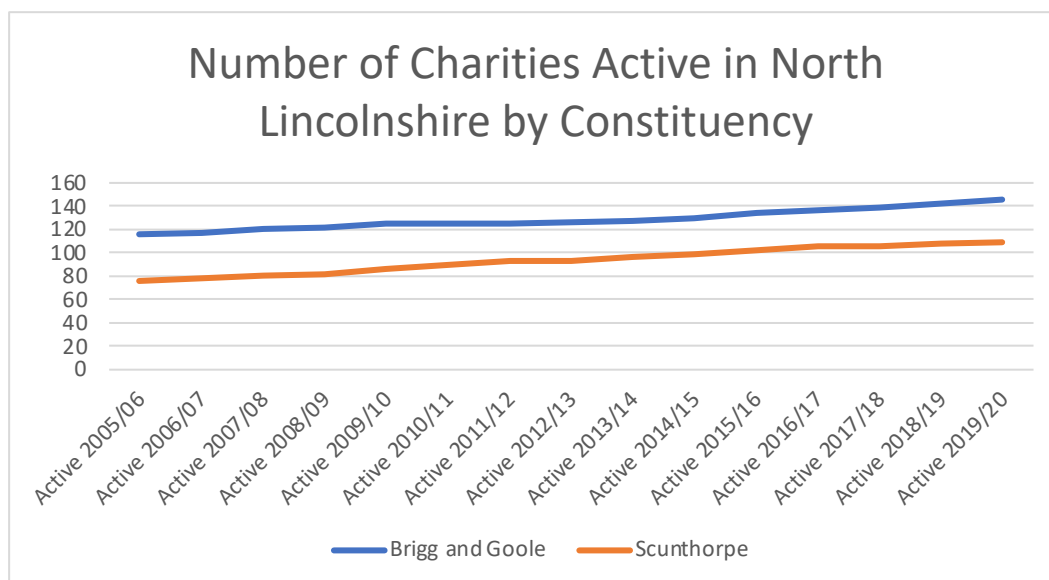
Charity Activity Across Time – North Lincolnshire

Both constituencies within North Lincolnshire show a steady increase in the number of active charities over the time-period, with Brigg & Goole consistently having a higher number of active charities than Scunthorpe. Across the whole time-period, North Lincolnshire shows slightly higher numbers of registered charities, however these are still much lower than the lowest figures in Lincolnshire, which were in the constituency of Lincoln. Both North Lincolnshire constituency areas have a very similar number of new charities registered over the time-period. This suggests that whilst the Brigg & Goole area has traditionally had higher numbers of charities than Scunthorpe, growth in the charity sector is comparable in both areas, with an increase of 30 in Brigg & Goole, and an increase of 33 in Scunthorpe.

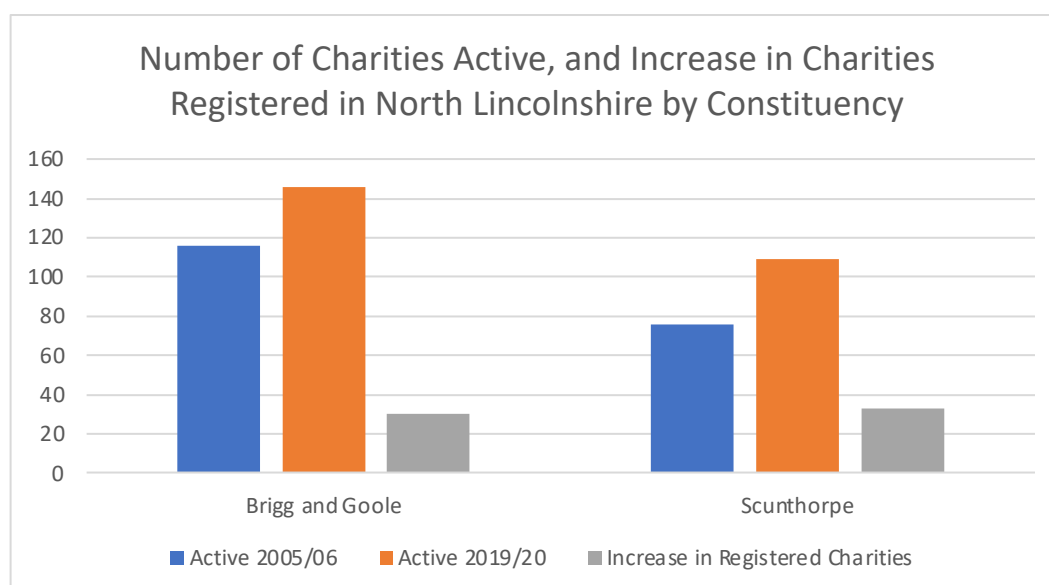
Number of Charities Active, and Increase in Charities Registered in North Lincolnshire by Constituency

North Lincolnshire Constituency	Active 2005/06	Active 2019/20	Increase in Registered Charities
Brigg and Goole	116	146	30
Scunthorpe	76	109	33
Total	192	255	63

Number of Charities Active, and Increase in Charities Registered in North Lincolnshire by Constituency



Number of Charities Active, and Increase in Charities Registered in North Lincolnshire by Constituency



Charities' Operations Across Industry Sectors

It is not possible to categorise charities into thematic grouping using their charity registration number. However, where a charity has dual registration as a charity and is also a registered company with Companies House, it is possible to assign a SIC code for them based on the SIC codes recorded by Companies House. There are 448 charities operating in Greater Lincolnshire that are also registered with Companies House, and 264 of these are also registered within Greater Lincolnshire. Using Companies House data, it is possible to establish SIC codes for 250 of these. As many dually registered charities had more than one SIC code, the initial SIC code listed by Companies House has been used. This may not be 100% accurate regarding the primary activity of the charity, however it gives a broad indication of the industrial sectors in which the charities are operating in.

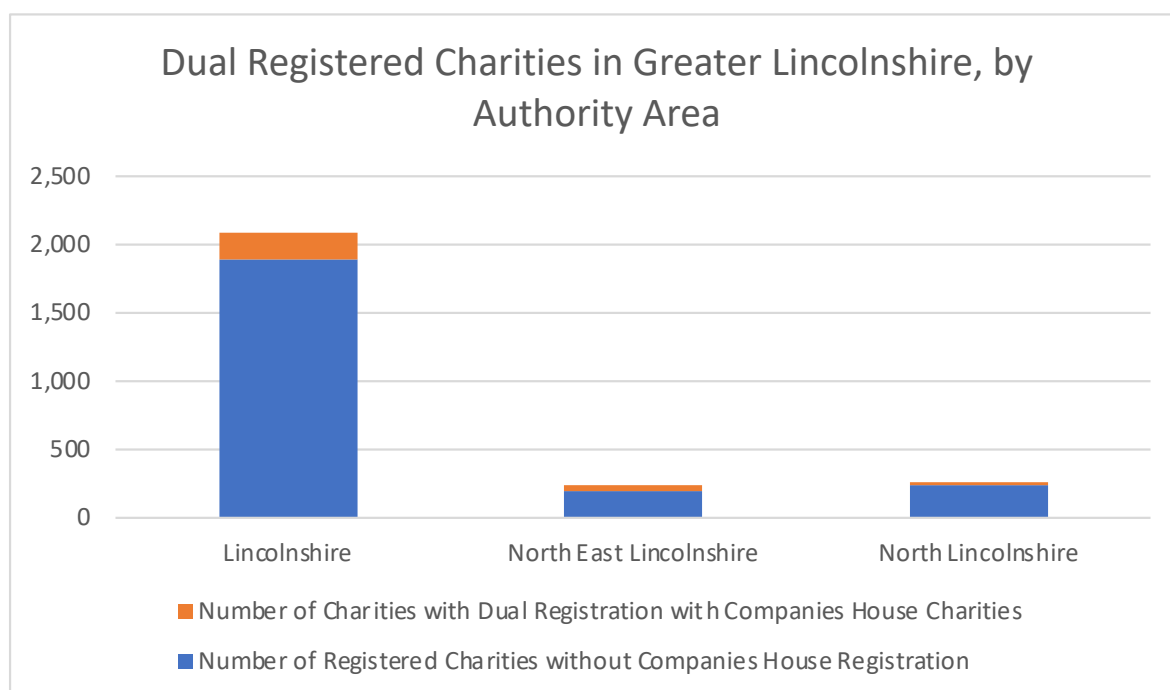
Dual Registration

Whilst Lincolnshire has the greatest number of dual registered charities, by virtue of its high overall number of charities, North East Lincolnshire is the Authority Area with the highest percentage of charities which are also registered as companies with Companies House (dual registered). This gives it more than double the proportion of either Lincolnshire, or North Lincolnshire. It would be of interest to explore what motivations and benefits there are for charities to also register with Companies House, and what makes this a particularly attractive option for charities in North East Lincolnshire. For example, it could be that there are business support and advice services in the area that tend to advocate this more as a business model than other areas, or there could be other incentives in place that are not evident in the other two areas.

Dual Registered Charities in Greater Lincolnshire, by Authority Area

Local Authority Area	Number of Registered Charities without Companies House Registration	Number of Charities with Dual Registration with Companies House Charities	Percentage of Charities with Dual Registration with Companies House
Lincolnshire	1,889	193	9.27%
North East Lincolnshire	189	48	20.25%
North Lincolnshire	232	23	9.02%
Grand Total	2,310	264	11.43%

Dual Registered Charities in Greater Lincolnshire, by Authority Area



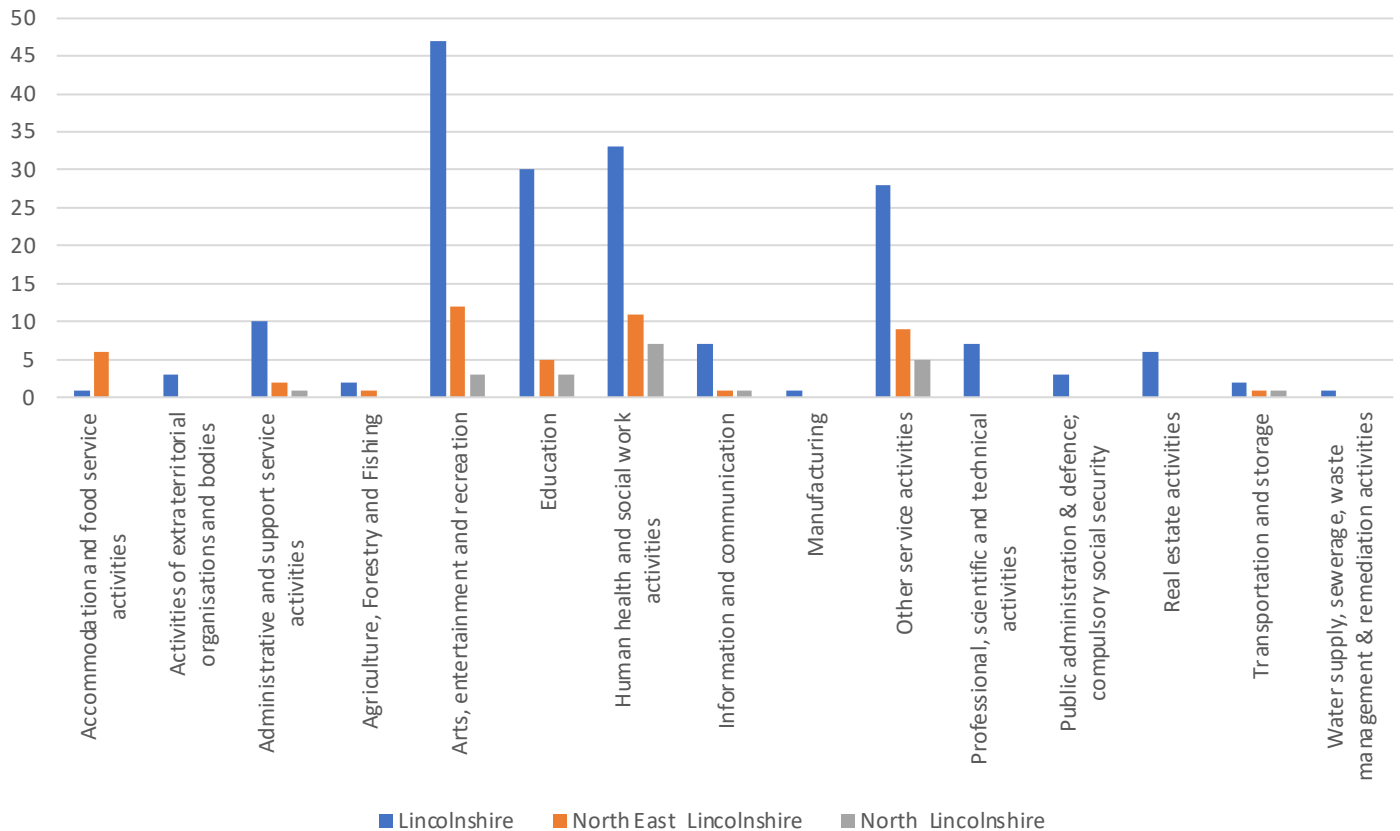
Industry Sectors

The proportion of dual registered charities is greatest in North East Lincolnshire, whilst Lincolnshire, has the highest number of dual registered charities, but a much smaller overall proportion of dual registered charities. In Lincolnshire, the largest sector for dual registered charities to be operating in were “Arts, Entertainment & Recreation”, “Human Health & Social Work Activities”, and “Education”, with “Other Service Activities” coming in at a close fourth place. In North East Lincolnshire, “Arts, Entertainment & Recreation”, “Human Health & Social Work Activities”, were also the largest sectors, but there were a greater number of “Accommodation and Food service Activities” charities than either of the other areas, which is possibly impacted by the greater proportion of dual registered charities in the Authority Area, and possibly due to its position on the coast covering the seaside resort of Cleethorpes. North Lincolnshire also has “Human Health & Social Work Activities”, as its largest sector, with “Other Service Activities” coming in second place, but overall, the numbers of dual registered charities are too small to draw any meaningful conclusions for the area.

Industry Sectors of Dual Registered Charities in Greater Lincolnshire by Authority Area

Industry Sector	Lincolnshire	North East Lincolnshire	North Lincolnshire	Grand Total
Accommodation and food service activities	1	6	0	7
Activities of extraterritorial organisations and bodies	3	0	0	3
Administrative and support service activities	10	2	1	13
Agriculture, Forestry and Fishing	2	1	0	3
Arts, entertainment and recreation	47	12	3	62
Education	30	5	3	38
Human health and social work activities	33	11	7	51
Information and communication	7	1	1	9
Manufacturing	1	0	0	1
Other service activities	28	9	5	42
Professional, scientific and technical activities	7	0	0	7
Public administration & defence; compulsory social security	3	0	0	3
Real estate activities	6	0	0	6
Transportation and storage	2	1	1	4
Water supply, sewerage, waste management & remediation activities	1	0	0	1
Grand Total	181	48	21	250

Industry Sectors of Dual Registered Charities in Greater Lincolnshire by Authority Area



Charity Operation by Sector – Lincolnshire

The “Arts, Entertainment and Recreation” sector is well represented across all 7 Lincolnshire constituency areas. In particular, the constituency of Louth & Horncastle shows a high number of its dual registered charities operate in this sector. This may be linked to its position covering a large portion of the Lincolnshire coastline and also of the Lincolnshire Wolds, which is classified as an Area of Outstanding Natural Beauty. The sector category of “Other Service Activities” is also represented across the constituencies (excluding South Holland & The Deepings), however this category does not give a great amount of detail of what these activities could include. Other sectors with a reasonable spread of representation across Lincolnshire are “Human Health & Social Work Activities” and “Education”. These figures reflect other research within this strategy document which considers that these predominant sectors in which charities operate relate to services and activities that have been contracted out by Local Authorities over the past few years of funding cuts and austerity.

Charity Operation by Sector - North East Lincolnshire

The sector of “Human Health & Social Work Activities” is a popular one for Great Grimsby dual registered charities. The sector of “Arts, Entertainment & Recreation” are equally represented in both North East Lincolnshire constituencies, however overall there are low numbers of dual registered charities from which to draw significant conclusions. Interestingly where there is dual registration, along with North Lincolnshire, North East Lincolnshire has reliable SIC code data available for 100% of its dual registered charities, whereas all the gaps in being able to identify at least one SIC code fall in Lincolnshire area.

Charity Operation by Sector - North Lincolnshire

With such small numbers of dual registered charities in North Lincolnshire, it is again difficult to draw significant conclusions from the data regarding dual registered charities. There are however a high proportion of the dual registered charities operating in the sector of “Human Health & Social Work Activities”. Interesting, contrary to the hypothesis above, the number of charities in the “Accommodation & Food Services Activity” sector is greater in Great Grimsby than in the seaside town of Cleethorpes, however it should be noted that numbers in both areas are very small.



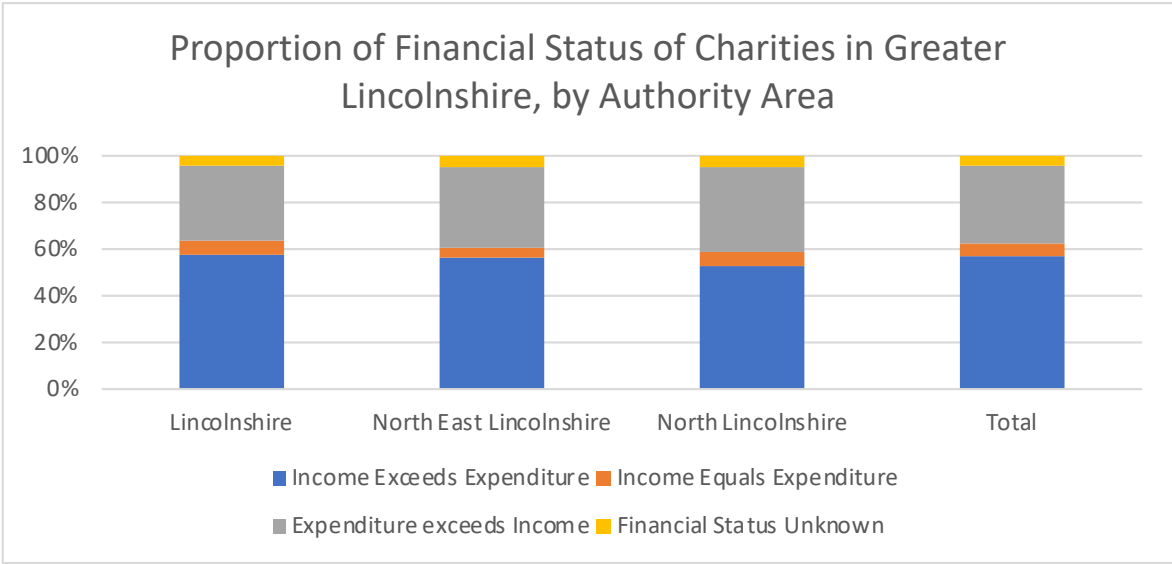
Charity Finances Overview

The Charity Base data provides details on the most recent finances of the majority of charities that it lists. Whilst data on “uncommitted reserves” usually forms the measurement for the financial robustness of a charity, data on this are not within the scope of this research. The status of the reported financial information for each charity has been used to give a broad indication of their general economic wellbeing. This has used the assumption that charities which have incomes which exceed their expenditure are financially sound, and those whose income does not exceed their expenditure are more economically vulnerable. This method does not, however, take into account any savings or other monies that charities have access to. Those charities whose income equals expenditure could be considered in two ways, either as carefully managing their resources in order to sustain themselves, or as potentially in a precarious economic position. This again would depend upon the money they have in the bank and any other monies that they have access to. Further information could be drawn from the comparison of charities’ financial data across time, however these data are not available in the data set used, and are outside of the scope of this research.

From the data on financial status, it can be seen that all 3 authority areas within Greater Lincolnshire have more financially sound charities than they do those that are economically vulnerable, with 50-60% of charities in each authority area having incomes which exceed expenditure.

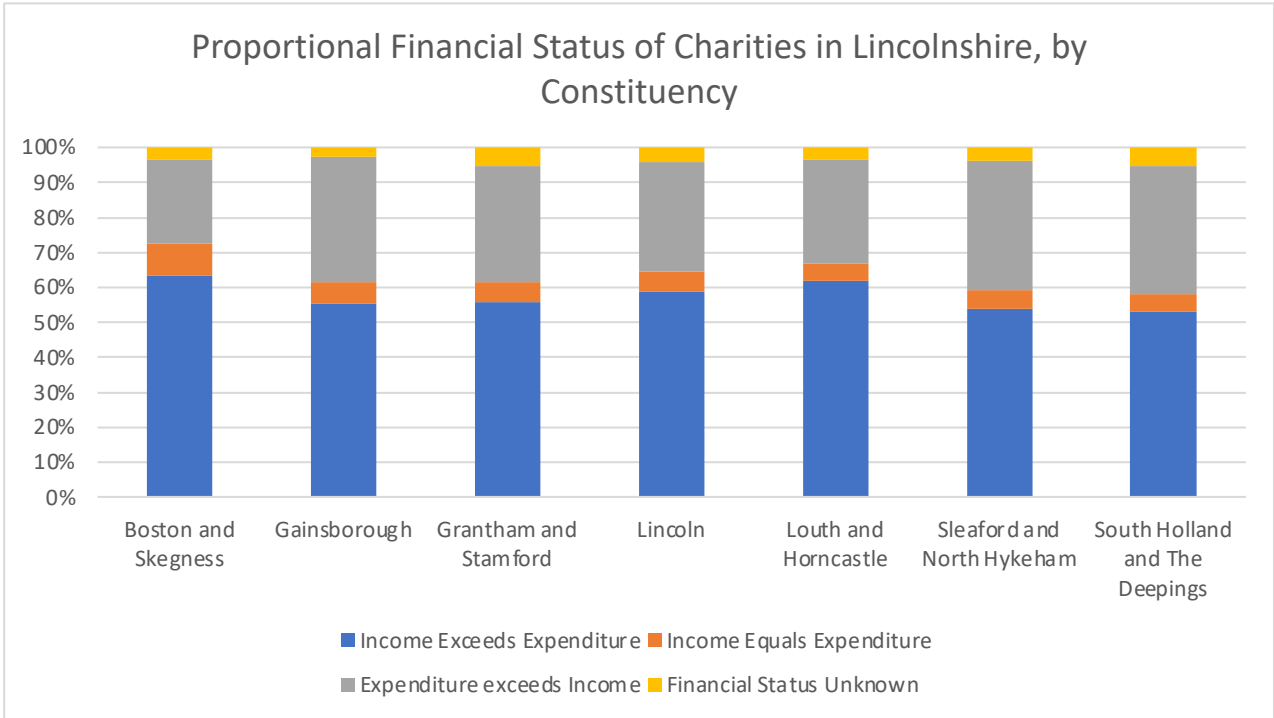
Financial Status of Charities in Greater Lincolnshire

Constituency by Area	Income Exceeds Expenditure	Income Equals Expenditure	Expenditure exceeds Income	Financial Status Unknown
<i>Lincolnshire</i>	1,195	122	681	84
Boston and Skegness	160	23	60	9
Gainsborough	173	19	112	8
Grantham and Stamford	177	18	106	17
Lincoln	126	12	67	9
Louth and Horncastle	225	18	107	13
Sleaford and North Hykeham	191	19	130	14
South Holland and The Deepings	143	13	99	14
<i>North East Lincolnshire</i>	134	9	82	12
Cleethorpes	75	7	48	9
Great Grimsby	59	2	34	3
<i>North Lincolnshire</i>	135	14	94	12
Brigg and Goole	83	5	51	7
Scunthorpe	52	9	43	5
Total	2,928	290	1,714	216



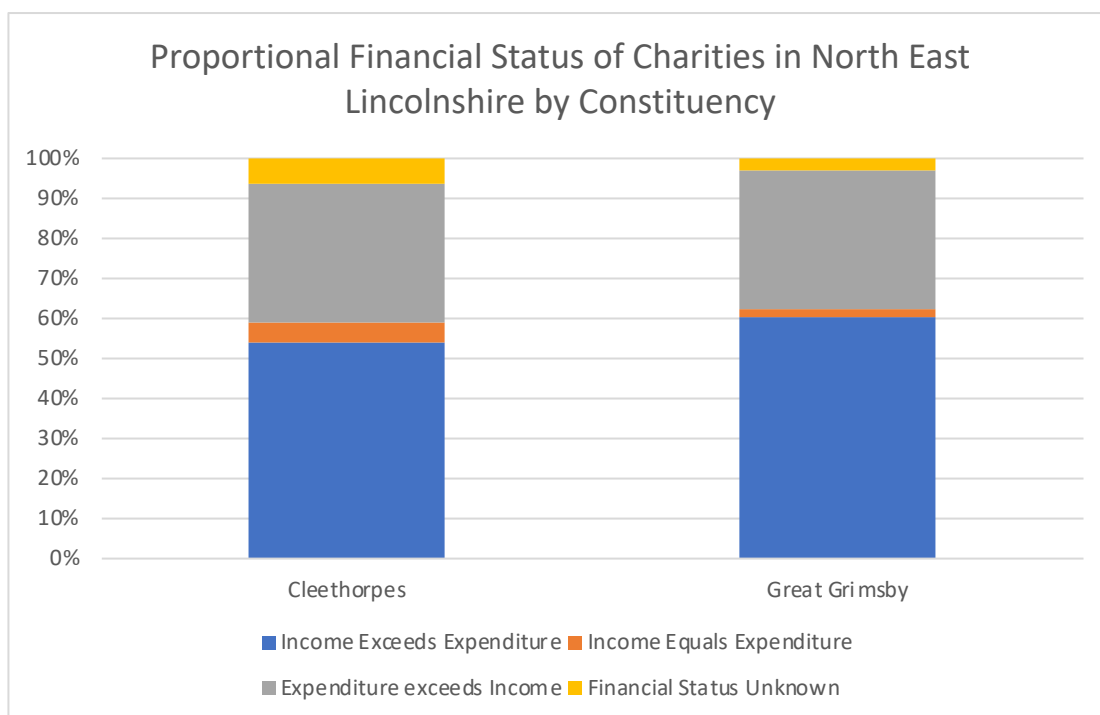
Charity Finances – Lincolnshire

Within all Lincolnshire constituencies the majority of charities are financially sound. The constituencies of Boston & Skegness, and Louth & Horncastle have the highest proportion of financially sound charities, which is positive, as Louth & Horncastle also has the highest number of charities in total. Boston & Skegness has the highest proportion of charities which are breaking even, suggesting both potential for financial growth, but also potential for economic vulnerability. Additional support for charities in this position across all areas would be beneficial to assist them to achieve a more positive financial outcome.



Charity Finances – North East Lincolnshire

In North East Lincoln, the majority of charities in both constituencies are financially sound. The constituency of Cleethorpes has a greater proportion of charities which fall into the potentially positive/potentially precarious situation of breaking even, so as with Lincolnshire, additional support to keep these charities in the black would be beneficial.



Greater Lincolnshire Charities Summary

There were 2,574 charities which are registered in, and presumed to be operating in, Greater Lincolnshire in March 2020. This means that the charity sector makes up, by far the largest proportion of the categories of social economy organisations examined in this report. The vast majority of these charities (81%) are based within the Authority area of Lincolnshire. Within Lincolnshire, the constituency area that has consistently had the highest number of registered charities over the period 2005/06 to 2019/2020 is Louth & Horncastle.

Of the 2,574 charities, registered in Greater Lincolnshire, 264 of these are also registered with Companies House. Lincolnshire has the highest numbers, but North East Lincolnshire has proportionally the highest level of, dual registered charities in the area. Using the recorded SIC codes for these organisations, we can see that popular industry sectors for charities to operate in are “Arts, Entertainment & Recreation”, “Human Health & Care Services”, “Other Service Activities” and “Education”.

In terms of economic security, over 50% of charities in Greater Lincolnshire are financially sound, with incomes which exceed their expenditures. This pattern of a majority of economically secure charities is reflected in all but one of the constituency areas with Greater Lincolnshire, with Scunthorpe having less than 50% of its charities reporting financial security. All constituencies have a proportion of their charities which are financially breaking even, leaving them in a potentially precarious economic position, particularly if they are not able to access support.

Mutuals

All data regarding Mutuals has been taken from the available download titled “Mutuals Public Register” which is available on the Financial Conduct Authority website, at <https://mutuals.fca.org.uk/>. This data has been combined with UK postcode information to determine which of the Mutuals are/have been registered in the Greater Lincolnshire area. Due to the smaller number of Mutuals compared to either charities or community interest companies, figures have been broken down to an authority level, rather than a district level.

The Mutuals Public Register provides information on all the mutuals that have ever been registered, including those who are no longer registered, i.e. are dissolved. It also provided information on the “status” of the mutual, i.e. what type of category it has been registered as. These categories are: Benevolent Society; Building Society; Community Benefit Society; Co-operative Society; Credit Union; Friendly Society; Registered Society; and Working Men’s Club.

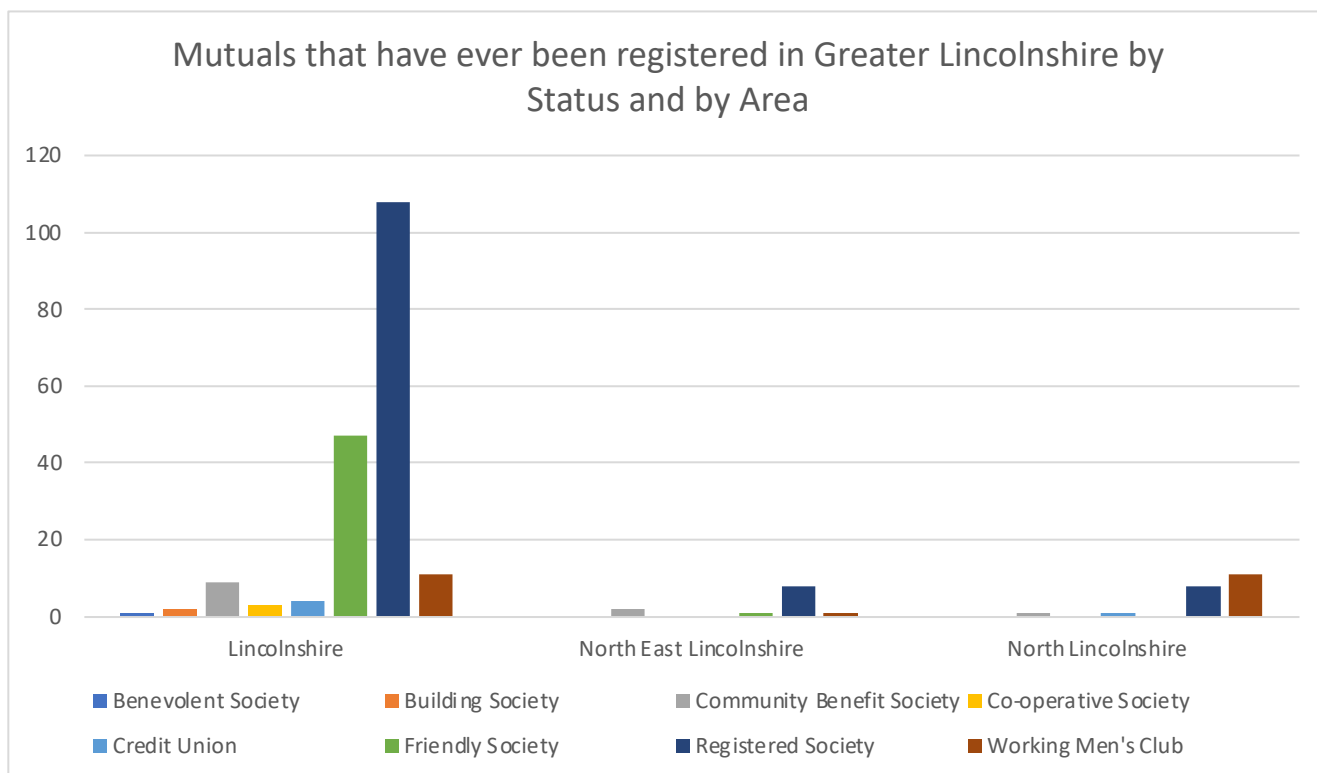
The data was filtered by registered address to include only Greater Lincolnshire based mutuals, of which there have been 218 since the first mutual registered in Greater Lincolnshire. This was the Bourne United Provident Association, a Friendly Society, based in Bourne in Lincolnshire which registered on 14th June 1851.

Registered Mutuals

The figures of all the mutuals ever registered in Greater Lincolnshire show that the Lincolnshire area has traditionally had much higher rates of activity within Greater Lincolnshire, with a total of 185 registrations, compared to 21 in North Lincolnshire and only 12 in North East Lincolnshire. Registered Societies are particularly well represented across all three areas, with 108 in Lincolnshire alone.

Mutuals that have ever been registered in Greater Lincolnshire

Registered Status	Lincolnshire	North East Lincolnshire	North Lincolnshire	Grand Total
Benevolent Society	1	0	0	1
Building Society	2	0	0	2
Community Benefit Society	9	2	1	12
Co-operative Society	3	0	0	3
Credit Union	4	0	1	5
Friendly Society	47	1	0	48
Registered Society	108	8	8	124
Working Men’s Club	11	1	11	23
Grand Total	185	12	21	218



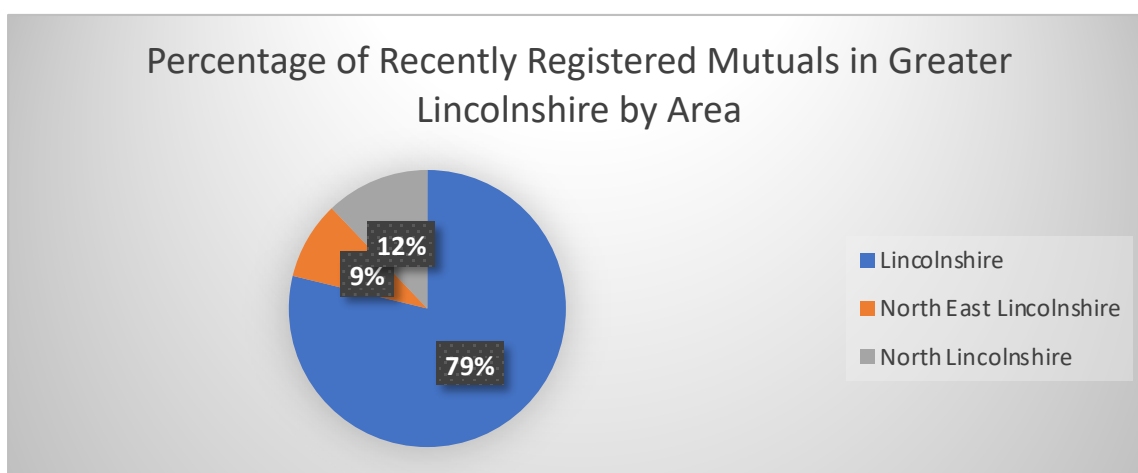
Recently Registered Mutuals

Despite their long history, mutuals are by no means an old-fashioned model of economic activity, as is shown by the 33 mutuals that were registered in Greater Lincolnshire between April 2005 and March 2020, the majority of which (79%) were in Lincolnshire.

The youngest Greater Lincolnshire mutual recorded on the Mutuals Public Register is East Marsh Community Limited, which registered in North East Lincolnshire in February 2020.

Recently Registered Mutuals in Greater Lincolnshire

Area	Number of Mutuals Registered since 2005
Lincolnshire	26
North East Lincolnshire	3
North Lincolnshire	4
Grand Total	33



Currently Active Mutuals

According to the Mutuals Public Register, there are 70 mutuals that are currently active in the Greater Lincolnshire area as of February 2020. Figures show that Lincolnshire still leads in terms of mutual activity, with 48 registered mutuals, however they hold a smaller share (69%) of the overall active mutuals than they do of the mutuals that have ever been registered (85%).

Of the 70 mutuals that are still “Active” (Registered or Registered-Transferred Engagement), in February 2020, the oldest one is the Lincolnshire Co-Operative Limited, which was registered in 1861, and has therefore been active for 159 years.

Mutuals with a Society Status of Registered (Active/Transferred Engagement)

Registered Status	Lincolnshire	North East Lincolnshire	North Lincolnshire	Grand Total
Benevolent Society	0	0	0	0
Building Society	0	0	0	0
Community Benefit Society	5	2	1	8
Co-operative Society	2	0	0	2
Credit Union	1	0	0	1
Friendly Society	1	0	0	1
Registered Society	36	7	6	49
Working Men’s Club	3	1	5	9
Grand Total	48	10	12	70

Percentage of Mutuals with a Society Status of Registered (Active/Transferred Engagement) in 2020, by Area



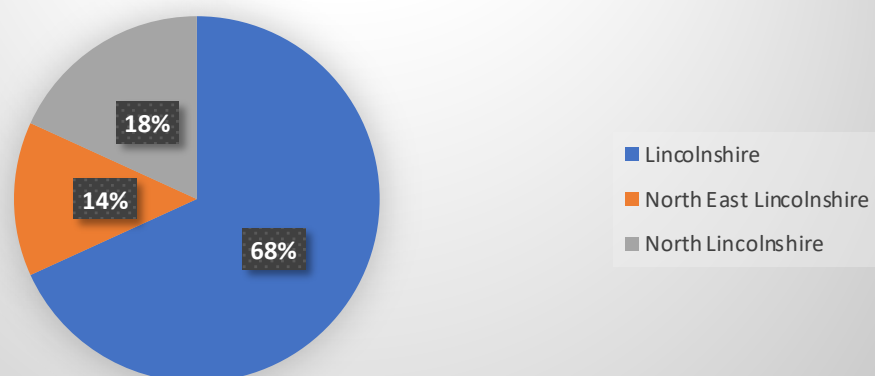
It is not possible from the data available to find out the dates on which mutuals were de-registered, however we can draw some information from those mutuals that were registered more recently (between 2005/06 and 2019/20) and have since de-registered.

Of the 33 mutuals that were registered after April 2005, 11, (one third) have since de-registered, all of which were in Lincolnshire. In addition to this, of the 16 mutuals that were registered within the last 5 years (since April 2014), 5 have since de-registered. This suggests that whilst registration as a mutual may still be a valid option for social economy organisation organisations, particularly in Lincolnshire, there may be significant challenges when it comes to the sustainability of this type of economic entity.

Number of Mutuals Registered Since 2005 and Activity Status, February 2020

Area	Number of Mutuals Registered since 2005	Still Active February 2020	Subsequently Deregistered
Lincolnshire	26	15	11
North East Lincolnshire	3	3	0
North Lincolnshire	4	4	0
Grand Total	33	22	11

Percentage of Mutuals Registered Since 2005 that are still Active in February 2020 by Area



Of the 16 mutuals registered in Greater Lincolnshire from April 2014 onwards, the majority (9) were registered as Community Benefit Societies, and 4 of these have subsequently deregistered. This again suggests that there may be a lack of understanding about the use of this category of mutual/social economy organisation, or a lack of support in the start-up phase.

Number of Mutuals Registered Since April 2014 by Activity Status, February 2020

Area	Number of Mutuals Registered since April 2014	Still Active February 2020	Subsequently Deregistered
Lincolnshire	13	8	5
North East Lincolnshire	2	2	0
North Lincolnshire	1	1	0
Grand Total	16	11	5

Number of Mutuals Registered Since April 2014 by Category

Area	Community Benefit Society	Co-operative Society	Registered Society	Grand Total
Lincolnshire	9	3	1	13
North East Lincolnshire	2	0	0	2
North Lincolnshire	1	0	0	1
Grand Total	12	3	1	16

Mutuals Summary

Overall, of the three areas in Greater Lincolnshire, Lincolnshire has traditionally been, and still is, the most active area regarding mutuals, with a higher figure than that of North Lincolnshire, and North East Lincolnshire combined.

There are by far more Registered Societies than any other form of mutual active in Greater Lincolnshire at present. However, Community Benefit Societies make up the majority of mutuals registered in recent years, so it would be helpful to understand the wider picture to help to see why this is the case. The rate of deregistration of mutuals that were registered over the last 15 years stands at 33%. This is also the case for more recently registered mutuals, with almost 1/3 of those registered in the last 5 years having subsequently deregistered.

Further research into the relatively high registration/deregistration rates in Lincolnshire would be useful to highlight why these figures are as they are, for example, whether new organisations are being supported to choose the correct category of social economy organisation when setting up, and if so, whether there is adequate support for them, particularly in their start-up phase.

Community Land Trusts

The Community Land Trusts website states that “there are 257 Community Land Trusts in England and Wales, and including new groups forming the number is over 300. There are 935 CLT homes and an estimated 5000 more in the pipeline” (<http://www.communitylandtrusts.org.uk/what-is-a-clt/find-a-clt>).

According to the map available on this website (<https://www.google.com/maps/d/viewer?mid=1qPsTvjO4Zb8BT-2dhfa7IMAXMXvDM165M&ll=53.27435916257879%2C0.15014323032050925&z=9>), there are 6 Community Land Trusts registered in Greater Lincolnshire, all of which are located in the Local Authority Area of Lincolnshire, however additional sources provide details of two further Community Land Trusts in Lincolnshire.

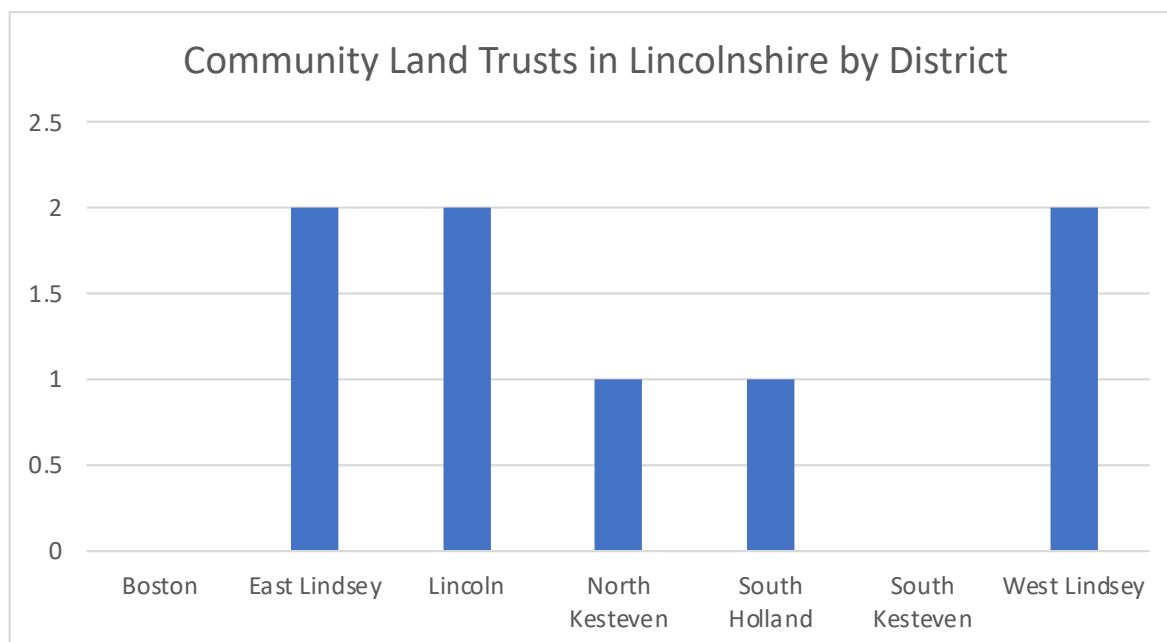
Community Land Trust Status

Three of the Community Land Trusts found appear to have a status of completed. These are Wilsford Community Land Trust, which is based near Grantham, Pinchbeck Community Land Trust near Spalding, and Grimoldby & Manby Community Land Trust Steering Group in East Lindsey.

Community Land Trusts which are currently in development are Brookenby Community Land Trust, North Somercotes Community Land Trust, Sincil Community Land Trust, Living Well Community Land Trust and Birchwood Area Community Land Trust.

Community Land Trusts and their Status

Trust Name	Local Authority District	Status	Number of Affordable Homes Built/ planned	Information Source(s)
Wilsford Community Land Trust	North Kesteven	Completed	10	http://www.communitylandtrusts.org.uk/what-is-a-clt/find-a-clt https://emclh.co.uk/success-stories/
Pinchbeck Community Land Trust	South Holland	Completed	14	http://www.communitylandtrusts.org.uk/what-is-a-clt/find-a-clt
Brookenby Community Land Trust	West Lindsey	In Development	Unknown	http://www.communitylandtrusts.org.uk/what-is-a-clt/find-a-clt http://brookenbyclt.btck.co.uk/
North Somercotes Community Land Trust	East Lindsey	In Development	Unknown	http://www.communitylandtrusts.org.uk/what-is-a-clt/find-a-clt
Sincil Community Land Trust	Lincoln	In Development	0 – Outdoor Community Space	http://www.communitylandtrusts.org.uk/what-is-a-clt/find-a-clt https://www.lincolnshirelive.co.uk/news/lincoln-news/former-lincoln-play-area-set-3244139
Living Well Community Land Trust	West Lindsey	In Development	Unknown	http://www.communitylandtrusts.org.uk/what-is-a-clt/find-a-clt https://www.uk.coop/directory/living-well-community-land-trust-limited
Birchwood Area Community Land Trust	Lincoln	In Development	60	https://emclh.co.uk/case-study-lincoln-birchwood-area-community-land-trust/
Grimoldby & Manby Community Land Trust Steering Group	East Lindsey	Completed	6	https://emclh.co.uk/success-stories/



Community Land Trust Summary

Community Land Trusts are a relatively recent addition to the portfolio of social economy organisations, and as such numbers in Greater Lincolnshire are low. All of the 8 Community Land Trusts found by this research were located in the authority area of Lincolnshire, with 3 of these recorded as having completed projects, with the other 5 still in development.

Community Interest Companies

Greater Lincolnshire Overview

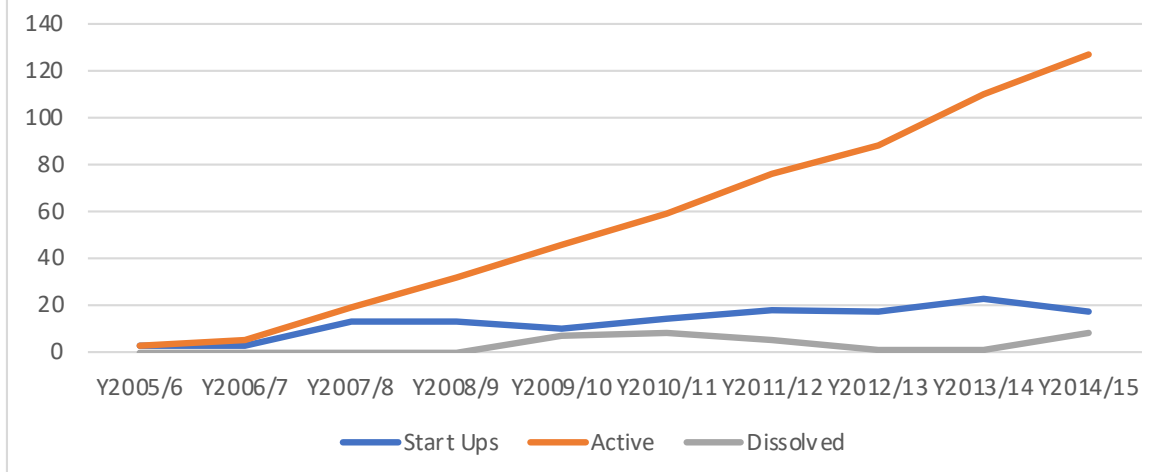
Information on the activity of Community Interest Companies (CICs) in Greater Lincolnshire between April 2005 and March 2015 was provided by Professor Shepherd of Birkbeck, University of London.

Community Interest Companies became an option for the Social economy organisation Sector in 2005. From a slow initial start, there has been a steady, and generally increasing number of CIC start-ups in Greater Lincolnshire each year within the time-period. This, combined with a low rate of CICs being dissolved, has led to a steady increase in the number of active CICs in Greater Lincolnshire.

Greater Lincolnshire Community Interest Companies Activity 2005-2015

Greater Lincolnshire Totals	Y2005/06	Y2006/07	Y2007/08	Y2008/09	Y2009/10	Y2010/11	Y2011/12	Y2012/13	Y2013/14	Y2014/15
Start Ups	3	3	13	13	10	14	18	17	23	17
Active	3	5	19	32	46	59	76	88	110	127
Dissolved	0	0	0	0	7	8	5	1	1	8

Greater Lincolnshire Community Interest Companies Activity from 2005 to 2015

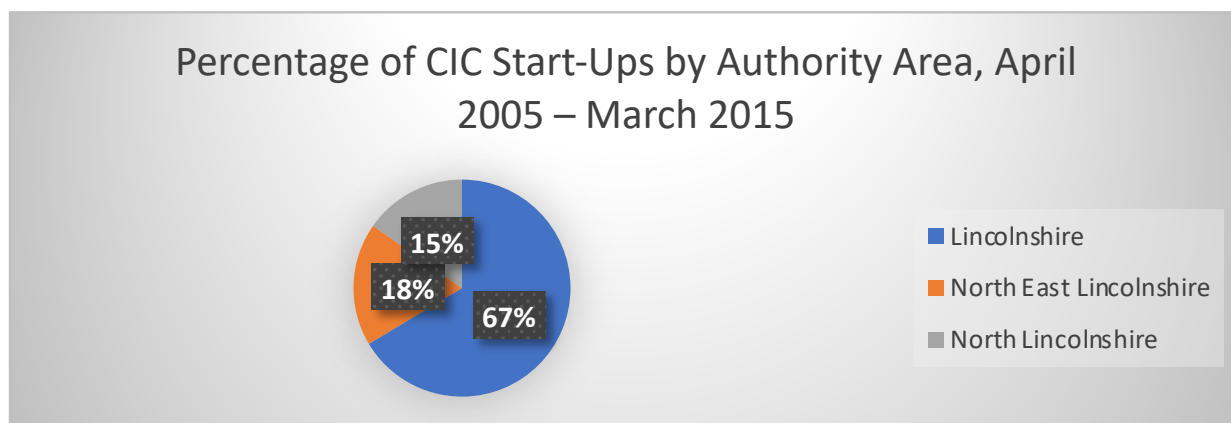
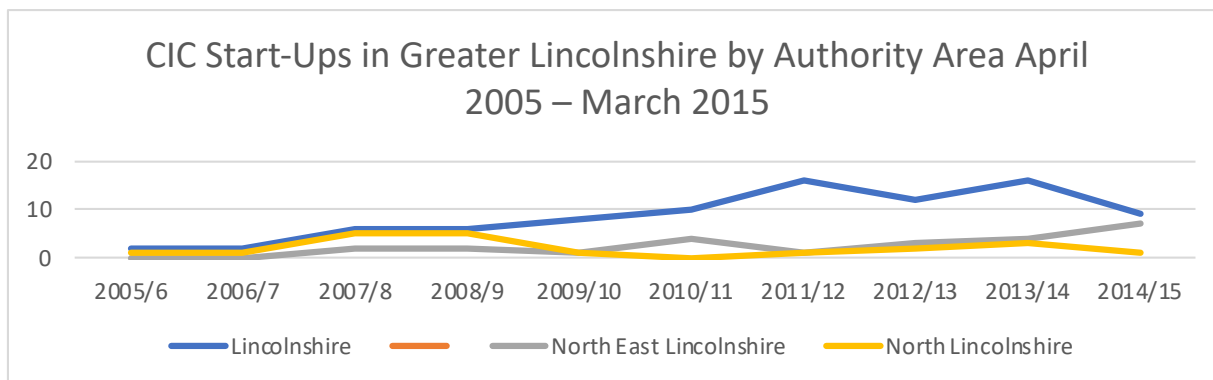


CIC Business Start-Ups in Greater Lincolnshire

The figures for total CIC start-up activity over the time-period 2005/06 to 2014/15 show that the Authority Area of Lincolnshire had the greatest number of CIC start-ups, which was 87, which accounted for 67%, compared to North-East Lincolnshire and North Lincolnshire with 18% and 15% of CIC start-ups respectively. From 2007/08 onwards, Lincolnshire shows much higher numbers of start-up CICs each year than the other two areas

CIC Start-ups by Year, Authority Area and District

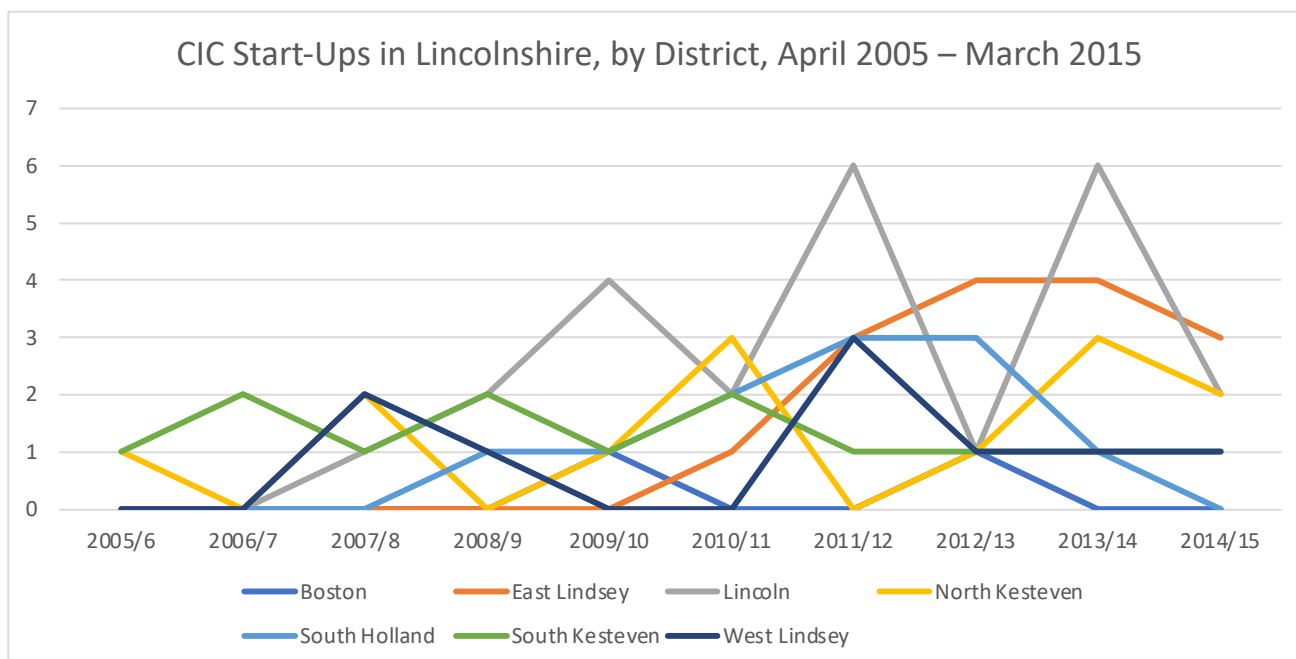
Authority/ District	2005/ 06	2006/ 07	2007/ 08	2008/ 09	2009/ 10	2010/ 11	2011/ 12	2012/ 13	2013/ 14	2014/ 15	Total
Lincolnshire	2	2	6	6	8	10	16	12	16	9	87
Boston	0	0	0	0	1	0	0	1	0	0	2
East Lindsey	0	0	0	0	0	1	3	4	4	3	15
Lincoln	0	0	1	2	4	2	6	1	6	2	24
North Kesteven	1	0	2	0	1	3	0	1	3	2	13
South Holland	0	0	0	1	1	2	3	3	1	0	11
South Kesteven	1	2	1	2	1	2	1	1	1	1	13
West Lindsey	0	0	2	1	0	0	3	1	1	1	9
North East Lincolnshire	0	0	2	2	1	4	1	3	4	7	24
North Lincolnshire	1	1	5	5	1	0	1	2	3	1	20
Greater Lincolnshire Total	3	3	13	13	10	14	18	17	23	17	131



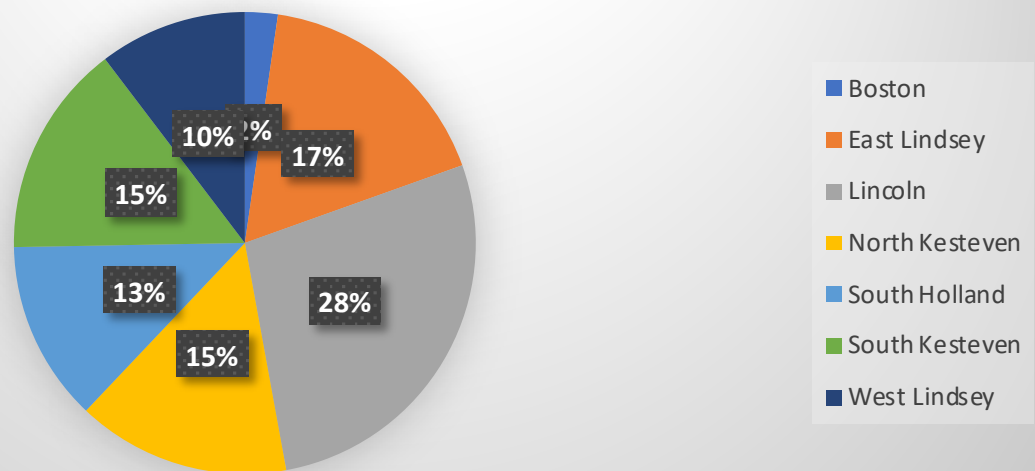
CIC Start-Ups Lincolnshire

Overall, Lincolnshire accounted for 76% of all Greater Lincolnshire start-up CICs, however there has been no clear trend in start-up activity in the Authority Area of Lincolnshire across time. Figures show that the districts of Boston, East Lindsey and South Holland were slow to take advantage of the new category of business entity, with East Lindsey in particular, not registering any CIC's until 5 years after their introduction, however from a slow start, the district grew to make up the second largest percentage of CIC start-ups in the Authority Area at 17%. The district of Lincoln was quick to begin to register start-up CICs, but start-up activity there has been in peaks and troughs, which interestingly occur bi-annually from 2009/10 onwards. Lincoln was however, home to the largest percentage of CIC start-ups in the time-period, with 24 start-ups CICs (28%) registered there. By far the smallest number of CIC start-ups were in Boston, which was home to only 2 start-ups, which was around 2% of the Lincolnshire total.

More granular data for North East Lincolnshire and North Lincolnshire are not available.



Percentage of CIC Start-Ups in Lincolnshire, by District, April 2005 – March 2015



CICs Actively Trading in Greater Lincolnshire

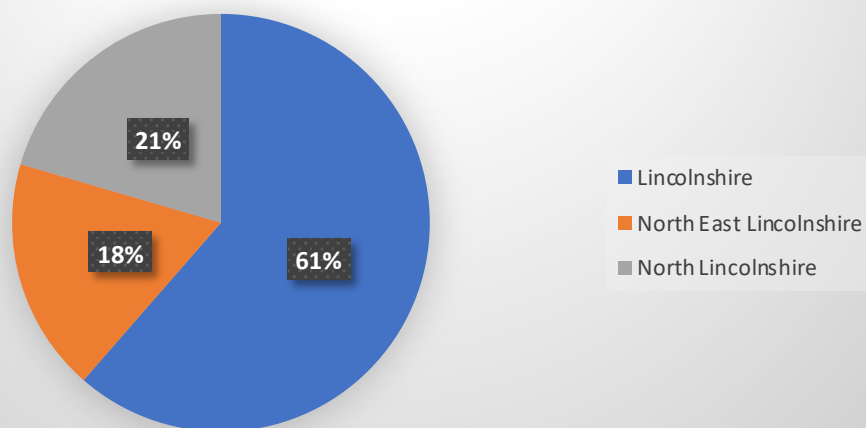
There was a steady, year-on-year increase in the number of CICs in each authority area across the Greater Lincolnshire as a whole. Linked to CIC start-up activity rates, Lincoln, North East Lincolnshire and North Lincolnshire experienced higher numbers of active CICs in the time-period than the more rural districts within (Greater) Lincolnshire.

The year-on-year increase in the number of active CICs shows a particular jump in the numbers between 2007/08 and 2008/09, and then another between 2012/13 and 2013/14.

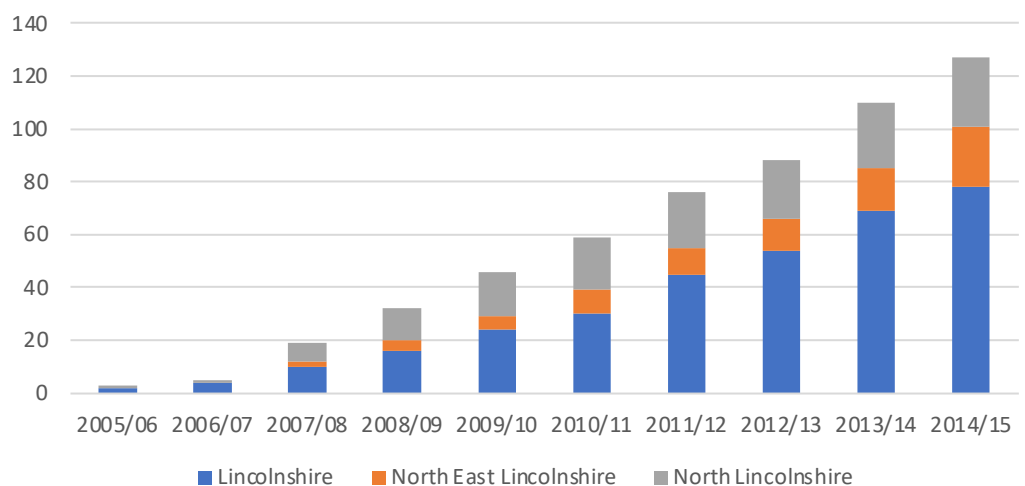
CICs Actively Trading by Year and District

Authority/ District	2005/ 06	2006/ 07	2007/ 08	2008/ 09	2009/ 10	2010/ 11	2011/ 12	2012/ 13	2013/ 14	2014/ 15
Lincolnshire	2	4	10	16	24	30	45	54	69	78
Boston	0	0	0	0	1	1	1	2	2	2
East Lindsey	0	0	0	0	0	1	4	7	11	14
Lincoln	0	0	1	3	7	9	15	14	20	22
North Kesteven	1	1	3	3	4	4	4	5	7	9
South Holland	0	0	0	1	2	4	7	10	11	12
South Kesteven	1	3	4	6	7	9	9	10	11	11
West Lindsey	0	0	2	3	3	2	5	6	7	8
North East Lincolnshire	0	0	2	4	5	9	10	12	16	23
North Lincolnshire	1	1	7	12	17	20	21	22	25	26
Greater Lincolnshire Total	3	5	19	32	46	59	76	88	110	127

Percentage of Actively Trading CICs in 2014/15, by Authority Area

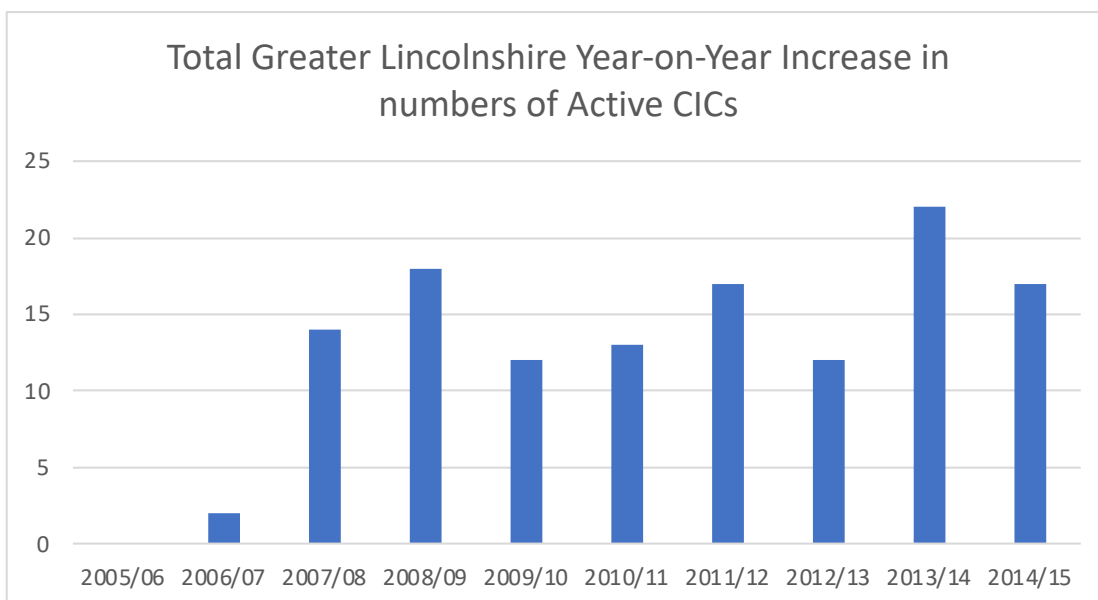


Active CICs per Authority Area 2005/6- 2014/15



Year-on-Year Increase in Active CICs by Authority

Authority/ District	2005/ 06	2006/ 07	2007/ 08	2008/ 09	2009/ 10	2010/ 11	2011/ 12	2012/ 13	2013/ 14	2014/ 15
Lincolnshire	N/A	2	6	6	8	6	15	9	14	9
North East Lincolnshire	N/A	0	2	4	1	4	1	12	4	7
North Lincolnshire	N/A	0	6	5	5	3	1	1	3	1
Greater Lincolnshire Total	N/A	2	14	18	12	13	17	12	22	17



In order to allow a comparison between the historic 2005-2015 CIC data and current CIC data for 2020, average yearly increases in the number of CIC have been calculated across the whole period, and across the 5 year period from 2009/10 to 2014/15. The average increase in the latter 5 years for Greater Lincolnshire as a whole is 16, with the highest number in Lincolnshire, and North East and North Lincolnshire having lower average year on year increases in CIC numbers.

Average Yearly Increases in CIC Numbers by Authority

Authority	Average Yearly increase 2006/07 to 2014/15	Average Yearly increase 2010/11 to 2014/15
Lincolnshire	8	11
North East Lincolnshire	4	6
North Lincolnshire	3	2
Greater Lincolnshire Total	14	16

CICs which have Ceased to Trade

Of the 131 CICs which started up in Greater Lincolnshire between April 2005 and March 2015, 30 (23%) had ceased to trade by the end of the time-period.

No CICs dissolved in the 4 years following their introduction as a business entity. This is likely due to the low numbers of CIC in this time-period, but also may indicate that once established, for those who were quick to take advantage of the legal model when it was introduced, were relatively happy with it. As more CICs were established, there was naturally more attrition in the number of CICs continuing to trade, with 2008/09 and 2009/10, as well as 2014/15 being particularly troublesome for CICs, in particular those in Lincolnshire.

When regarding the number of CICs dissolved as a percentage of those that were started in each Authority area, it can be seen that a large percentage (45%) of all of the CICs started in North Lincolnshire went on to dissolve in the time-period, whereas the percentages were much smaller in Lincolnshire and North-East Lincolnshire at 22%, and 8% respectively.

CICs Dissolved Each Year by Authority Area and District

Authority/ District	2005/ 06	2006/ 07	2007/ 08	2008/ 09	2009/ 10	2010/ 11	2011/ 12	2012/ 13	2013/ 14	2014/ 15	Total
Lincolnshire	0	0	0	0	2	4	3	1	1	8	19
Boston	0	0	0	0	0	0	0	0	0	0	0
East Lindsey	0	0	0	0	0	0	1	0	1	1	3
Lincoln	0	0	0	0	0	1	2	0	0	4	7
North Kesteven	0	0	0	0	1	0	0	1	0	2	4
South Holland	0	0	0	0	0	0	0	0	0	0	0
South Kesteven	0	0	0	0	0	3	0	0	0	0	3
West Lindsey	0	0	0	0	1	0	0	0	0	1	2
North East Lincolnshire	0	0	0	0	1	0	1	0	0	0	2
North Lincolnshire	0	0	0	0	4	4	1	0	0	0	9
Greater Lincs Total	0	0	0	0	7	8	5	1	1	8	30

CICs Dissolved over the Time-period as a Percentage of Total Start-Ups in Each Area, by Authority Area

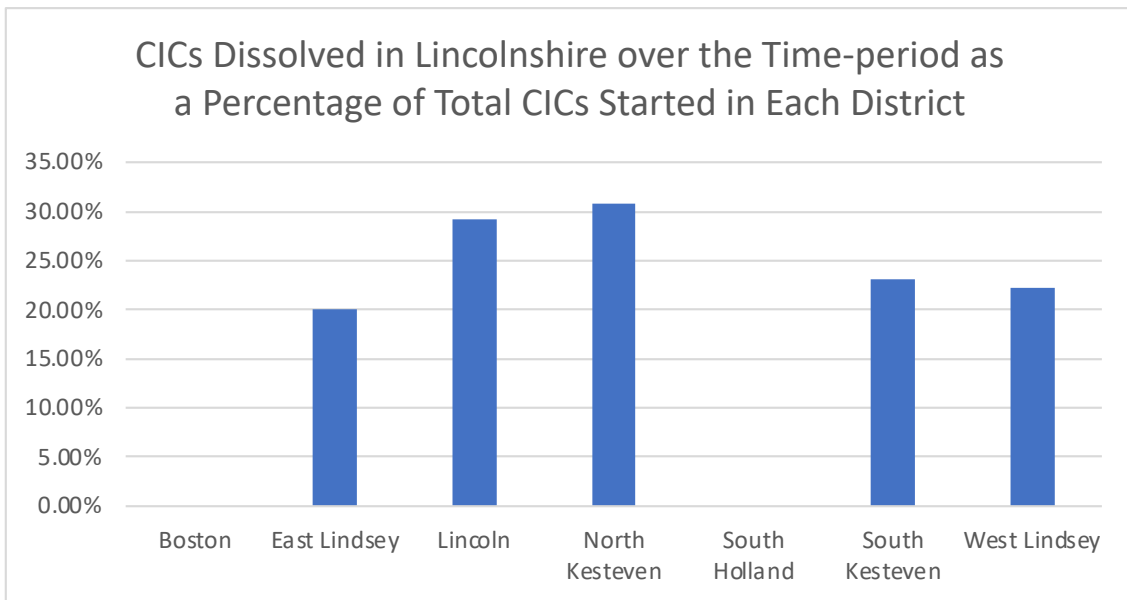
Local Authority District	Total Start-Ups	Total Dissolved	% of CIC started that have dissolved
Lincolnshire	87	19	23%
North East Lincolnshire	24	2	8%
North Lincolnshire	20	9	45%

CICs Which have Ceased to Trade – Lincolnshire

In Lincolnshire, the majority of districts have experienced the dissolution of between 20% and 31% of their CICs which have started up. The dissolution of no CICs in Boston is likely to be due to the very low number of CIC start-ups in the district, however the South Holland figure of zero is interesting, and suggests that the climate in South Holland may be particularly beneficial for CICs, therefore further research to investigate this would be helpful for identifying if there are any examples of good practice that could be adopted by other districts.

CICs Dissolved in Lincolnshire over the Time-period as a Percentage of Total Start-Ups in Each District

Local Authority District	Total Start-Ups	Total Dissolved	% of Start-ups that have dissolved
Boston	2	0	0.00%
East Lindsey	15	3	20.00%
Lincoln	24	7	29.17%
North Kesteven	13	4	30.77%
South Holland	11	0	0.00%
South Kesteven	13	3	23.08%
West Lindsey	9	2	22.22%

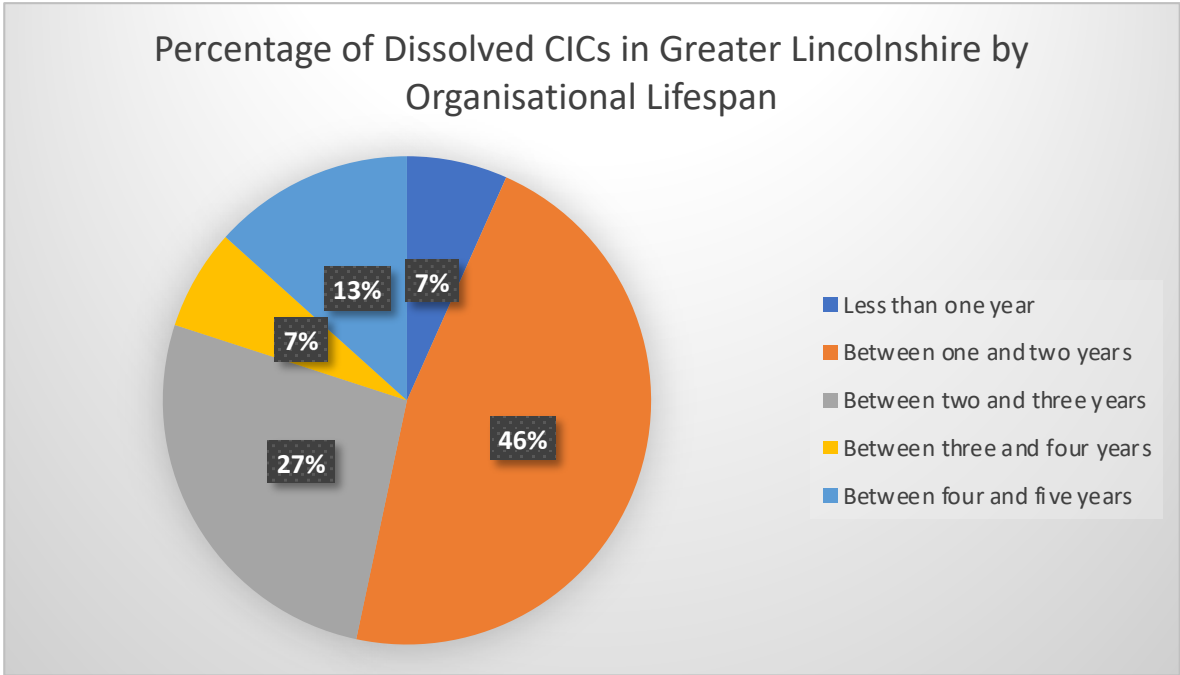
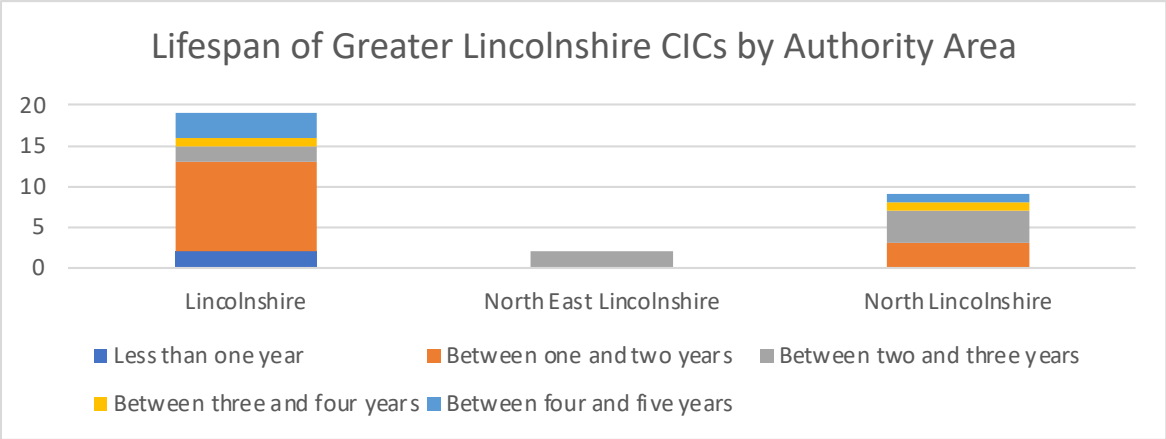


CIC Lifespan

Where CICs did cease trading in the time-period examined, the most common time for this to happen was at around the 2 year mark, with a total of 53% of those folding, doing so within 2 years of registration. The majority of dissolved CICs within the authority area of Lincolnshire ceased trading when aged between one and two years, however the longevity of the CICs that dissolved in North East Lincolnshire and North Lincolnshire was slightly better, with the majority of dissolved CICs doing so between two and three years. The longevity of CICs that were still trading as of 2014/15 has not been calculated.

Lifetime of Dissolved Greater Lincolnshire CICs in Years

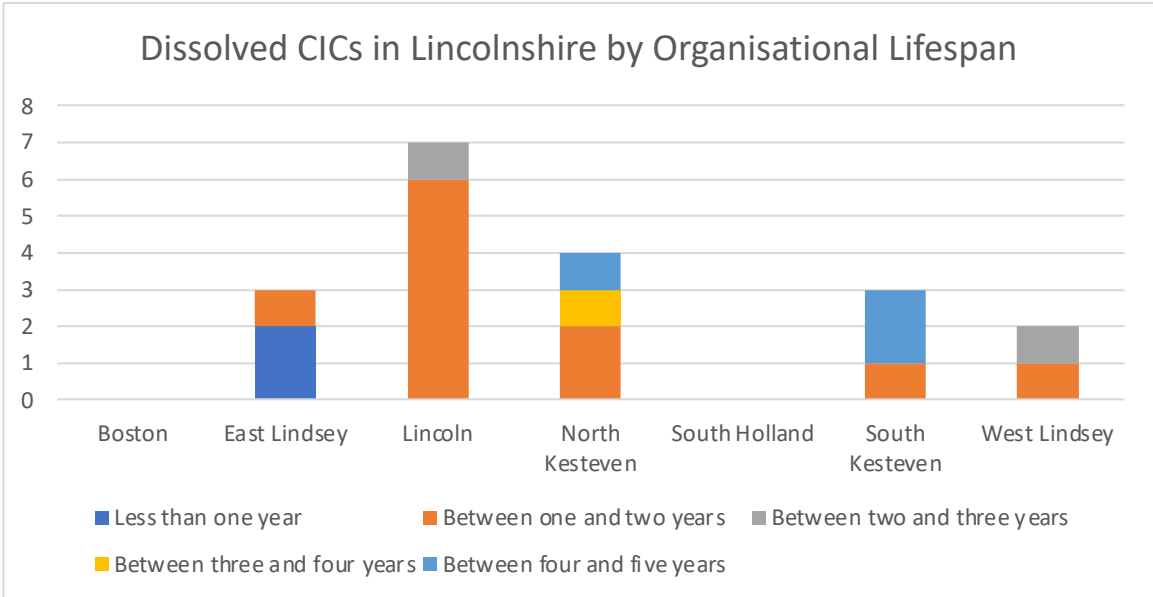
Local Authority Area	Less than one year	Between one and two years	Between two and three years	Between three and four years	Between four and five years
Lincolnshire	2	11	2	1	3
Boston					
East Lindsey	2	1			
Lincoln		6	1		
North Kesteven		2		1	1
South Holland					
South Kesteven		1			2
West Lindsey		1	1		
North East Lincolnshire			2		
North Lincolnshire		3	4	1	1
Greater Lincs Total	2	14	8	2	4



CIC Lifespan – Lincolnshire

Within Lincolnshire, the most common time for CIC’s to dissolve is between one and two years of trading. The small numbers make it difficult to draw any further conclusions.

More granular data for North East Lincolnshire and North Lincolnshire are not available.



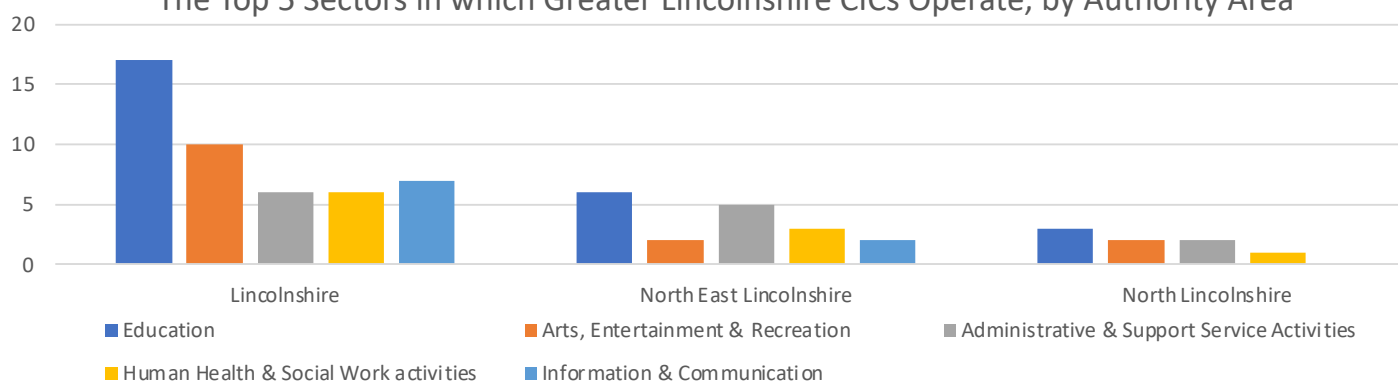
Sectors in Which CICs Operate

Of the 131 Start-ups, the SIC codes for 95 could be used to work out which industry sector in which the CIC operated. The figures show that the top 5 sectors in which Greater Lincolnshire CICs operate are Education; Arts, Entertainment & Recreation; Administrative & Support Service Activities; Human Health & Social Work activities; and Information & Communication. These sectors reflect the service areas in which Local Authorities would have historically operated, but which now are more likely to be supported by the social economy. The distribution of CICs in these sectors shows that Education related CICs make up the largest number of CICs in each authority area. Lincolnshire has the greatest number of CIC whereby the SIC code can be established, and within this authority areas, the two main sectors covered by CICs are Education and Arts, Entertainment & Recreation.

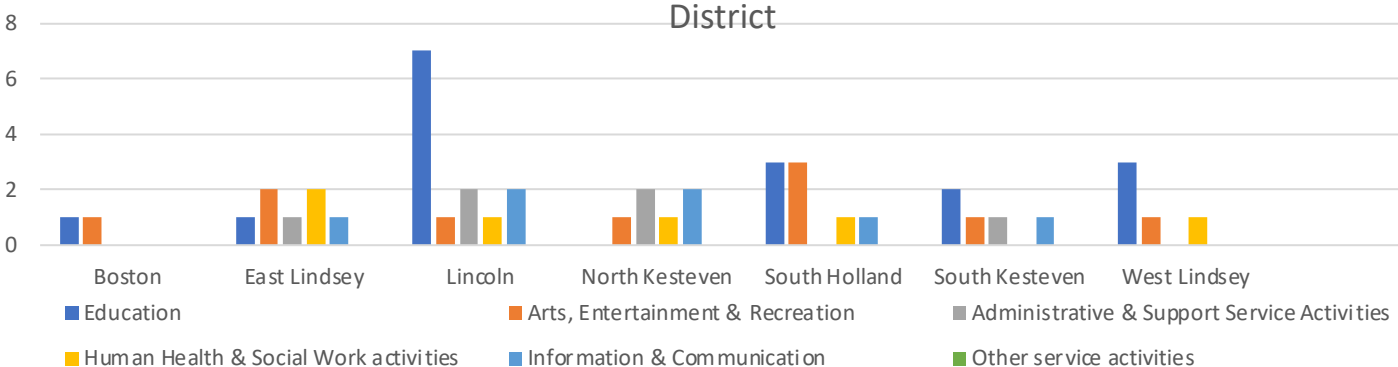
The Sectors in which Greater Lincolnshire CICs Operate

Sector	Number of CICs
Education	26
Arts, Entertainment & Recreation	14
Administrative & Support Service Activities	13
Human Health & Social Work activities	10
Information & Communication	9
Other service activities	8
Accommodation & food services activities	5
Professional, Scientific & Technical activities	5
Construction	1
Public administration & defence; compulsory social security	1
Real Estate Activities	1
Water supply, sewerage, waste management & remediation activities	1
Wholesale & retail trade; repair of motor vehicles & motorcycles	1

The Top 5 Sectors in which Greater Lincolnshire CICs Operate, by Authority Area



The Top 5 Sectors in which Greater Lincolnshire CICs Operate, by Lincolnshire District



CIC Activity in Greater Lincolnshire in 2020

The data is available via Companies house for CIC that are/were active in the time period 2015-2020, which picks up where the previous data set left off. This data consists of a large Open data set that has been processed using post code data in order to extract all of the Greater Lincolnshire companies that were registered with companies house in 2019/20.

When using the Company Category data, as provided by Companies House, and comparing it with the data provided by Professor Shepherd of Birkbeck, University of London, it can be surmised that only a small number of CICs actually show in this data set due to vastly smaller numbers in the Companies House data set. This is because the earlier dataset came through the CIC Regulator, rather than Companies House direct and is likely to have been filtered by the Regulator to identify CICs specifically. The Open dataset does not allow this.

There may be various other reasons which account for differences in the data, including:

1. That there are genuinely a great many fewer CICs in operations in Greater Lincolnshire than there were in 2014/15. This seems highly unlikely however, due to the steady growth noted throughout the previous ten year period in all 3 authority areas.
2. The original data set may not have been derived from data available as open data via Companies House.
3. If the original data was sourced from Companies House, the way that Companies House provides its open data may have changed, or the way that CICs are categorised may have changed.
4. This data may be subject to the same problem that was faced when attempting to analyse the charity data set, i.e. that the postcode data available for Greater Lincolnshire is not a reliable tool to use to determine the location of an organisation.

It should be noted that Companies House's guidance on how to use the data set suggests that *"you can search for companies with 'CIC' against their names"* (https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/547671/Disc_Log__430.pdf). When searching for CICS, it is apparent that all of the companies that they have categorised as CIC include the terms "Community Interest Company" or "CIC" in their names. This suggests that potentially this is how the data set has been compiled, and therefore any CICs who do not have the terms "Community Interest Company" or "CIC" in their titles are not included in the figures. This may account for much lower CIC numbers that would be expected based on historic data. Although, when looking at the historic CIC data, all of the companies do indeed have "Community Interest Company" or "CIC" in their title.

Some points to note are, that when looking up the 2020 Companies House data against the historic CIC data, there are no matches, even when they would be expected, such as where companies were registered before 2015. This further suggests that the way in which the Companies House data set is compiled is not compatible with the way in which the initial historical data set was produced.

Another point is that 22 of the CICs in the original historic data set also have a further "Company category" attributed to them, which consist of "PRI/LTD BY GUAR/NSC", "PRI/LBG/NSC/(Exempt)", and "Private Limited", which correspond to the Company Categories in the Companies House 2020 data set which consist of Private Limited Company, Limited Liability Partnership, PRI/LTD BY GUAR/NSC (Private, limited by guarantee, no share capital), PRI/LBG/NSC (Private, Limited by guarantee, no share capital, use of 'Limited' exemption), Private Unlimited Company, Community Interest Company, Registered Society and Public Limited Company.

It is worth noting also, that the Companies House data for 2019/20 only records there being 4 Registered Societies in Greater Lincolnshire, whereas the Mutuels Database provided by the FCA lists 49 active, Registered Societies. As all social economy organisations categorised as CICs should be registered with Companies House, it is difficult to account for these discrepancies.

Community Interest Companies in Greater Lincolnshire in 2020 (from Companies House data)

Local Authority District	Number of CICs
Lincolnshire	12
Boston	0
East Lindsey	3
Lincoln	4
North Kesteven	1
South Holland	0
South Kesteven	1
West Lindsey	3
North East Lincolnshire	0
North Lincolnshire	0
Total	12

As the CIC data from Companies House is not helpful in this situation, figures regarding the number of CICs in Greater Lincolnshire in 2018/19 and 2017/18 from the Regulator of Community Interest Companies: Annual Report 2018-2019 and the Regulator of Community Interest Companies: Annual Report 2017-2018 have been used to extrapolate current Greater Lincolnshire CIC figures. The CIC Annual Report 2019, details that nationally, there was a 13% increase in the number of CICs newly approved by the CIC Regulators Office in 2019 compared to 2018.

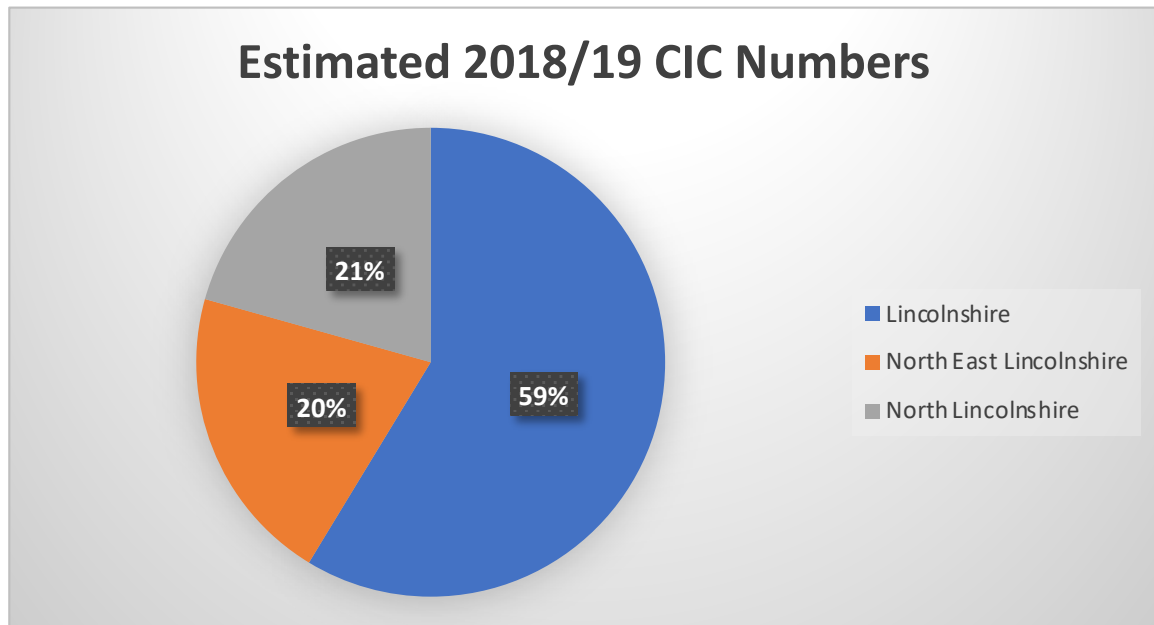
(https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/823460/CIC_Annual_Report_2019_v2.pdf) which is more in keeping with the year-on-year increase in CICs in Greater Lincolnshire shown by the 2005-2015 data set.

This Annual Report also states that in 2019, there were 896 CICs in the East Midlands, and 1000 in the Yorkshire and Humber region, with a percentage increase of 6% in the number of CICs registered in each area. The rationale for the figures in the table below are given in the following two sections.

Estimated Active CIC numbers in Greater Lincolnshire in 2018/19

Authority Area	Estimated 2018/19 CIC Numbers
Lincolnshire	179
North East Lincolnshire	63
North Lincolnshire	63
Total	305

Projected Percentage of CICs Greater Lincolnshire in 2018/19, by Authority Area (Based on Estimated Active CIC numbers)



CIC Projections – Lincolnshire

Using these figures, in order to have an equal share of the 896 CICs in the East Midlands, each of the 5 counties within the East Midlands would have, on average 179 each, which seems possible seeing that there were 78 CICs in Lincolnshire in 2014/15 and that there has been year on year growth in the sector. In line with these figures, we would expect to have seen a growth of roughly 25 CICs in Lincolnshire in each year in the 4 years between 2014/15 and 2019/20, which however seems relatively high when compared with the average, year-on-year CIC growth between 2005/06 and 2014/15 of 8 CICs, and the average, year-on-year CIC growth between 2009/10 and 2014/15 of 11 CICs.

Looking back to the 2017-2018 Community Interest Company Regulators report (https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/727053/cic-18-6-community-interest-companies-annual-report-2017-2018.pdf), it shows that the East Midlands had 796 registered CICs. Using the same logic as above, if Lincolnshire had an equal share of these CICs, then it would have had 154 CICs in 2017/18. This would have also required a year-on-year increase of an average of 25 CICs per year over the 3 year period. This trajectory is plotted below.

Average Yearly Increases in CIC Numbers by Authority

Authority	Average Yearly increase 2006/07 to 2014/15	Average Yearly increase 2010/11 to 2014/15
Lincolnshire	8	11
North East Lincolnshire	4	6
North Lincolnshire	3	2
Greater Lincolnshire Total	14	16

CIC Projections - North East Lincolnshire and North Lincolnshire

The CIC landscape in North East Lincolnshire and North Lincolnshire is slightly harder to predict due to these unitary authority areas only making up a small area of the region of Yorkshire & The Humber. The Yorkshire and the Humber region comprises of North Yorkshire, South Yorkshire, West Yorkshire, and East Yorkshire & Humberside. The latter of which encompasses North East Lincolnshire and North Lincolnshire (<https://local.gov.uk/sites/default/files/documents/yorkshire-and-humber-regi-c3d.pdf>). If the same logic of an equal share of the active CICs of the Yorkshire & Humber region is attributed to the East Yorkshire & Humberside area, then this would estimate that there were 250 CICs active there in 2018/19. The Unitary Authority Areas of North East Lincolnshire and North Lincolnshire make up two of the 4 Unitary Authority Areas in East Yorkshire & Humberside, the others being the East Riding of Yorkshire and the City of Hull (https://en.wikipedia.org/wiki/Yorkshire_and_the_Humber).

If the 250 estimated CICs in Yorkshire & Humberside are divided equally between these 4 authorities, then this would mean that North East Lincolnshire and North Lincolnshire would each have an average of 63 CICs in 2018/19, an increase of 40 and 37 respectively over the four year period, working out at an average increase in CICs per year of 10 in North East Lincolnshire, and 9 per year in North Lincolnshire.

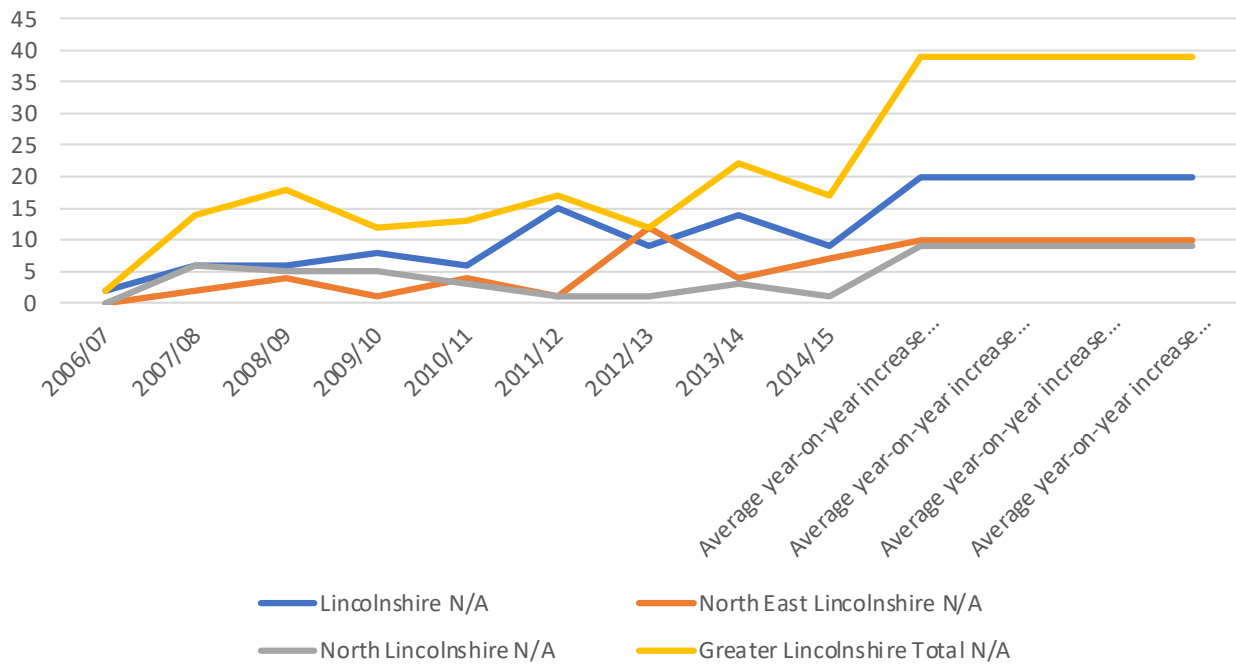
Using figures from the 2017/18 CIC Regulators Report, the overall total of CICs in Yorkshire & The Humber were 898. This gives an average of 225 CICs in the East Yorkshire & Humberside area. This in turn, gives an average of 56 CICs each in North East Lincolnshire and North Lincolnshire. This would equate to an average increase of 33 and 30 respectively, working out at an average, year-on-year increase of 11 CICs in North East Lincolnshire, and 10 in North Lincolnshire, which again seems high, but not impossible given the historic increases noted between 2005 and 2015.

By using these estimated figures, it is possible to plot the trajectory of CIC growth, and also to make a prediction as to the current number of CICs in the Greater Lincolnshire Area. These are of course, only estimated projections, but in light of their relationship to the detailed historic data that is available and the paucity of current CIC activity data, they can be seen as the best figures available.

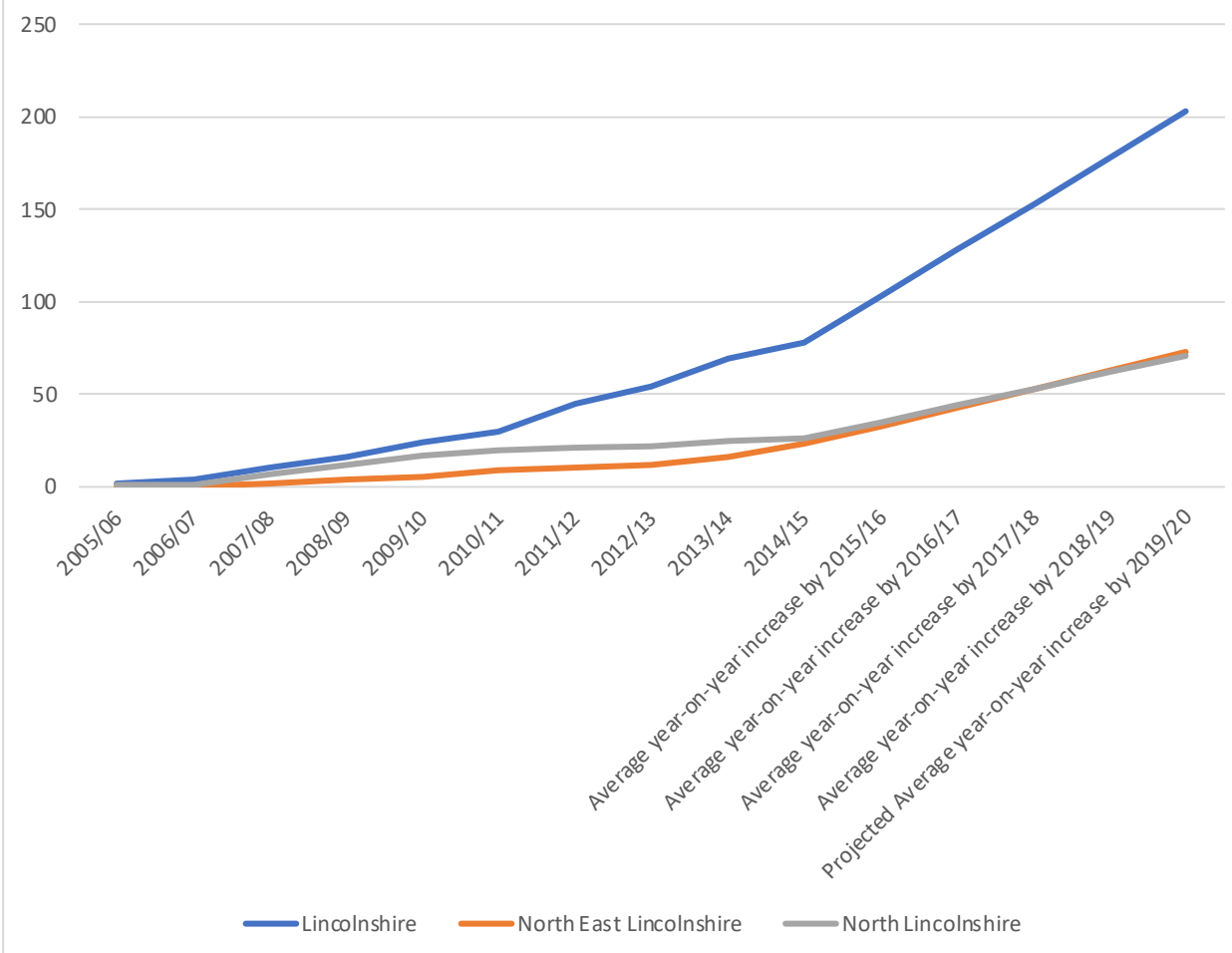
Average Year-on-Year Increases in CIC Numbers (Estimated for 2015/16 to 2018/19 and projected for 2019/20)

Authority/ District	Average year-on-year increase by 2015/16	Average year-on-year increase by 2016/17	Average year-on-year increase by 2017/18	Average year-on-year increase by 2018/19	Projected Average year-on-year increase by 2019/20
Lincolnshire	103	128	153	178	203
North East Lincolnshire	33	43	53	63	73
North Lincolnshire	35	44	53	62	71

Average Year-on-Year Increases in CIC Numbers (Actual from 2006/07 to 2014/15 and Estimated from 2015/16 to 2018/19)



Projected Growth Trajectory of CIC Numbers until 2019/20



Community Interest Company Summary

Using detailed data provided by Professor Shepherd at Birkbeck, University of London, an analysis of historic CIC data has been possible, which has been reported in terms of Local Authority District areas. From their initiation in 2005, the number of new CIC start-up businesses in Greater Lincolnshire rose to 131 by 2014/15, with an average of 13 new start-ups each year. Of these, 67% were in the authority area of Lincolnshire, and the most common year for CICs to start were in 2008 and 2013. The most popular Authority Area for CIC activity was Lincolnshire.

By 2014/15, 19% of all CICs that had started up had dissolved, with the most common lifespan of a dissolved CIC being around 2 years. Within Lincolnshire the best performing district in terms of CIC sustainability was South Holland, which had no CICs which ceased to trade in the time period examined.

Regarding the sectors in which CICs operate, there was a great deal of similarity with those in which charities operate, with “Education”, “Arts, Entertainment & Recreation”, “Human Health and Social Work Activities” being very popular. A sector also well represented by CICs was that of “Administrative & Support Service Activities”. The greatest concentration of CICs in any one sector was that of “Education”, which was in the Local Authority District of Lincoln.

Data regarding the circumstances of CIC after 2014/15 has been difficult to obtain, even when taking the Government advice of using the data sets available from Companies House. There were many problems with using this data to provide an accurate picture of current CIC activity in Greater Lincolnshire, so estimated and projected figures have been calculated using data from Annual Reports produced by the CIC Regulators. These figures suggest that in 2018/19, there would have been a total of 305 CICs operating within Greater Lincolnshire, with approximately 179 in Lincolnshire, 63 in North East Lincolnshire and 63 in North Lincolnshire. This would suggest a proportional split of CICs for Lincolnshire of 58% (vs 61% in 2014/15), for North East Lincolnshire of 21% (vs 18% in 2014/15) and for North Lincolnshire of 21% (which is equal to the 21% it represented in 2014/15).



14. Greater Lincolnshire Social Economy Organisation Data – A Reflection in relation to the Findings of The Third Sector Research Centre.

In their paper, “The regional geography of social enterprise in the UK A review of recent surveys”, Buckingham, Pinch and Sunley (2010) acknowledge that, when it comes Social Enterprise a “lack of reliable national level quantitative data has prevented any rigorous analysis of geographical variations in their distributions”, and that where data is available, it can lack empirical robustness. Although the definitions of social enterprise and social economy organisation are not interchangeable, they do share many feature in common. The findings of Buckingham, Pinch and Sunley (2010) have been echoed in this research when attempting to map the social economy organisations within Greater Lincolnshire, as the data that was available was across a variety of different sources and recorded in a variety of ways.

One of the main reasons for having difficulties in measuring and mapping organisations that make up the social economy is a lack of consensus over the definition used to identify social enterprises. This has been evident in the data sets accessed, and even from the different ways in which the data is provided (some by local authority/district, and some by parliamentary constituency). This has caused, even within this small piece of research, an effect of comparing apples to oranges when trying to analyse some of the data.

An additional problem highlighted by Buckingham, Pinch and Sunley (2010) is the small sample size of data available on social enterprises, which has been particularly relevant when looking to analyse data on specific social economy organisation types, such as mutuals or community land trusts. With very small numbers, it is difficult to draw meaningful conclusions as to the pattern of distribution, however from a more positive perspective, small sub-county differences are able to highlight questions as to how to try to draw out whether there are any particular environmental factors that explain even these small differences in distribution. For example, the early figures for CICs are fairly small, and those for Community Land Trusts are tiny, meaning that there is less chance of differences occurring as a result of statistically salient variations. However, as time goes on, with CICs in particular, the sample size grows, enabling more of a conclusion to be drawn, for example, that the district of Boston showed a marked dis-interest in the establishment of CICs across the whole 10 year period considered.

Another issue that confounds the accurate measurement of social enterprises noted by Buckingham, Pinch and Sunley (2010) is that different organisation types have different registration and reporting requirements, so may or may not be recorded by different datasets that track economic activity. This is a particular issue in the case of sole traders and other businesses that are not registered with Companies House, and also for the more “informal” entities which make up the social economy, such as groups based on sharing, swapping or trading goods, time and services, for which there may be few or no administrative demands.

The issue of what Buckingham, Pinch and Sunley (2010) term “hybrid” organisations is also one which has caused issues in analysing the data in their piece of research, as dual registration and the different reporting requirements of different social economy organisations, (for example of charities which also engage in trade and are registered with Companies House), can give rise to the possibility of double counting this type of organisation.

Buckingham, Pinch and Sunley (2010) suggest that the distribution of social enterprises can be varied across reasonably small geographies, and that by aggregating data into larger geographies, it can hide the nuances of social economy activity within a region or county. This has been very true of the data on social economy organisations used in this piece of research, as a simple view of the figures for each authority area would suggest higher numbers in Lincolnshire which could be attributed to its size in comparison to North and North East Lincolnshire, however a more detailed analysis reveals that within Lincolnshire itself, there is considerable diversity in the activity of social economy organisations, with the urban constituency of Lincoln showing, year on year, the lowest numbers of registered charities in the Local Authority area, compared to Louth and Horncastle, a rural constituency, which consistently shows the highest numbers. When considering only charities which are registered with Companies House, these figures show a very different picture, with more dual registered charities being located in the constituency of Lincoln than in any other constituency in Greater Lincolnshire.

A more granular view of the social economy data also reveals that due its low percentage of CICs which dissolved within the specified period, the Authority Area of North East Lincolnshire appears to provide a particularly favourable environment for CICs, when viewed against the authority area of North Lincolnshire and the Local Authority District of Lincoln, which both had comparable CIC start up rates. These findings support the view of CEEDR's (2008) study that analysis of smaller areas result in greater variation of social enterprise figures.

Buckingham, Pinch and Sunley (2010) also suggest that the prevalence and growth of social enterprise is influenced by local needs and demands for service, by the availability of resources and by the favourability of the local environment. This multivariant approach can be applied to the charity figures for the Local Authority Area of Lincolnshire, where the rural constituency of Louth & Horncastle, which is home to a number of deprived areas, and therefore potentially a high level of need, has consistently similar numbers of charities to the constituency of Sleaford and North Hykeham. With relatively higher levels of affluence, this constituency could be regarded as a source of financial and other resources which have helped to bolster the number of charities over the period analysed. The example of CICs in North Lincolnshire cited above, is perhaps an example of the third variable in action, that of a favourable local economic environment.

Amin, Cameron and Hudson (2002) describe 6 attributes that pre-dispose an area for social economy activity.

These are:

- Presence of varied minority voices
- Associational Presence
- The role of the Local Authority
- A culture disposed towards political agonism
- Connectivity and network resources
- The extent and nature of the socio-economic deprivation.

An additional piece of research that would be of interest is to see how these factors fit with the social economy landscape in Lincolnshire.



15. The Social Economy Support Landscape in Greater Lincolnshire

Within the Greater Lincolnshire area there are a number of local organisations and resources in place which aim to support the organisations that make up the local social economy, in addition to the numerous national organisations that exist to support the sector.

Lincolnshire

Voluntary Centre Services

<https://voluntarycentreservices.org.uk/>

Voluntary Centre Services are operated by Urban Challenge Ltd and support both volunteers and voluntary and community organisations across West Lincolnshire, with accredited Volunteer Centres in Lincoln, Gainsborough and Sleaford. They can offer help with setting up a group, getting funding advice, and accessing news and networks within the voluntary and community sector. Their mission is to *“enable the development of stable, thriving communities with the capacity to plan and manage lasting improvements to their quality of life”*.

Lincolnshire Community and Voluntary Service (LCVS)

<http://www.lincolnshirecvs.org.uk/>

Lincolnshire Community and Voluntary Service (LCVS) is a charity which works with local groups and charities to *“provide practical, community-based solutions to social and economic problems and provide a forum for sharing information and knowledge which works in a variety of ways to support the health and wellbeing of communities and individuals”*. They are able to provide support with funding, identifying training needs, policies and procedures, networking, and information on legal structures.

Lincolnshire Council for Voluntary Youth Services (LCVYS)

<https://lcvys.co.uk/>

Lincolnshire Council for Voluntary Youth Services (LCVYS) is a charity that provides support to community and voluntary youth services in Lincolnshire. It is made up of a partnership of agencies that work to promote the work of the voluntary and community youth sector in Lincolnshire, including uniformed organisations, independent youth groups, and those providing a service or facility for young people.

Community Lincs (Part of Lincolnshire YMCA)

<https://communitylincs.com/>

Community Lincs *“offers Business support to a range of small businesses, social enterprises and charitable or community organisations to include proving need, feasibility Studies and drawing up business plans. We support business start-ups and on-going organisational development with particular emphasis on viability and sustainability”*.

Lincs Community Buildings (Community Lincs)

<http://www.lincscommunitybuildings.org.uk/>

Community Lincs also provide an online system which gives information on community venues available to hire in the county. They also have involvement with projects such as parish planning and community building support, the provision of rural social housing, and managing environmental projects like the best kept village competition. They also offer a suite of office services to support small businesses and community organisations on a commercial basis.

Lincolnshire Funding Advice Network (Lincolnshire County Council)

<https://www.lincolnshire.gov.uk/grants-funding/lincolnshire-funding-advice-network>

The Lincolnshire Funding Advice Network (LFAN) *“promotes funding advice to the community and voluntary sector”*. Its aim is to: share best practice of funding; maintain an information sharing network; promote grant funding opportunities; liaise with regional funding networks for the benefit of Lincolnshire; help to generate new ideas for funding; and support networking between funders and organisations.

Lincolnshire Funding Portal (Lincolnshire County Council)

<https://www.idoxopen4community.co.uk/lincolnshire/>

A free online portal for funding opportunities.

Involving Lincs

<https://www.childrenslinks.org.uk/involving-lincs>

Involving Lincs is “a consortium of Voluntary and Community Sector (VCS) organisations working together for the benefit of Greater Lincolnshire”. They work to “support the engagement of the VCS in strategic policy development and influence the development of service delivery”. They provide opportunities for members to engage in joint activity, such as funding bids, training delivering or research.

Lincolnshire Live

<https://directory.lincolnshirelive.co.uk/search/lincolnshire/charities-and-trusts>

Lincolnshire Live provide an online directory of local charities and trusts.

Lincolnshire Community Foundation

<https://lincolnshirecf.co.uk/>

Lincolnshire Community Foundation deliver grant funding from a wide range of sources for projects that “tackle issues such as child poverty, loneliness and isolation, food poverty, homelessness, access to services, addiction, unemployment and many other unique and individual needs that exist across Lincolnshire’s places”. In addition to this, trustees and staff have “convened a range of resources, both financial and developmental, to support those small, but vital, organisations that have the greatest local impact throughout our County”.

Lincolnshire Voluntary Engagement Team (VET)

<https://lincsvoluntarysectorportal.org.uk/about-vet/>

The Voluntary Engagement Team for Lincolnshire is a partnership of voluntary organisations and statutory stakeholders who have chosen to work together to further opportunities for the voluntary sector in Lincolnshire, with a focus on the health and care sector. Their aims are to: collectively promote, support and develop the voice and identity of the third sector and its various networks within the broader Lincolnshire system; participate at a strategic level and facilitate meaningful dialogue between system/sector to support, inform and influence system intentions; enable the sector to operate in a strategic way; provide a platform/ route/(forum) for coordination/ collective approach/coproduction/ build cross-sector relationships that help to develop a positive environment; and support and enable the integration of health, care and support.

North Lincolnshire

Forum (previously North Bank Forum)

<https://northbankforum.org.uk/>

Forum exists to “inform, support and influence the voluntary, community and not for profit sector across Yorkshire and the Humber”. They aim to support the development of opportunities and services to reflect the needs of people, communities and the voluntary sector, and to give the sector a voice.

North Lincs Association Volunteer Hub (North Lincolnshire Council)

<https://www.northlincs.gov.uk/community-advice-and-support/volunteer-and-support-your-community/>

North Lincolnshire Council is working with community groups and charities to create a network of volunteers who can lend a hand in their neighbourhoods. They operate an online system of linking volunteers with those in need of volunteer support.

CERT Consultancy

<https://www.certconsultancy.co.uk/>

CERT Consultancy offers “practical support to the Social Enterprise, Voluntary and Community sectors and aims to support and guide organisations through whatever challenges they face in managing and delivering their services”. It provides support with start-up, charitable registration, feasibility studies, legal structures, business planning, marketing, finances, governance, and evaluation, including Social Return on Investment.

Social Enterprise Humber (Cert Consultancy)

<https://trello.com/b/nn5MqoZy/social-enterprise-humber>

Social Enterprise Humber is “an informal network of organisations who are interested in developing the social economy”. They also have members that come from outside of the Humber area, welcome involvement from the public and private sectors. They offer networking events and a number of resources via their Trello board (<https://trello.com/b/nn5MqoZy/social-enterprise-humber>).

Social Enterprise Yorkshire and Humber

<https://seyh.org.uk/>

Social Enterprise Yorkshire and Humber is a membership organisation which aims to Develop a strong regional social enterprise network; support existing and developing social enterprises; research, represent and lobby on behalf of the sector, promote and raise awareness of the sector externally; and explore new market opportunities for social enterprises to encourage growth. They provide events, resources, and discounted rates on support services. They also host a directory of local social enterprises and host their own annual Social Enterprise Awards.

Humber Social Enterprise Accelerator (with Forum)

<https://www.growmysme.co.uk/humber-social-enterprise-accelerator/>

Humber Social Enterprise Accelerator (#GrowMySME) in partnership with Forum deliver a Social Enterprise Accelerator programme to North and North East Lincolnshire. The programme aims to “support existing social enterprises operating in the Humber who have the capacity to grow, create jobs and increase productivity”. This is done through one-to-one guidance and coaching, peer to peer sessions and one-to-many masterclasses.

North East Lincolnshire

NEL Alliance

<https://alliance-nel.org.uk/>

NEL Alliance describe themselves as “N. E. Lincolnshire’s premiere volunteering gateway” as they link volunteers with those requiring volunteers (website looks like it is being updated).

VANEL

<http://vanel.org.uk/va/>

Voluntary Action North East Lincolnshire (VANEL) is a membership organisation which “develops, promotes, informs and supports the local voluntary, not-for-profit and charitable sector”. They offer “representation of the local voluntary and community sector, promotion of interagency networking and information sharing, provision of resources and support services in developing their organisations and projects to address local needs.” They offer two levels of membership, “Member” and “Friend”, at a cost of £25 per year.

East Midlands

One East Midlands

<http://www.oneeastmidlands.org.uk/>

One East Midlands is the regional network for the voluntary and community sector (VCS). Their mission is to “maximise the role of the VCS as an influential, valued and equal partner in all policy development in the region”. Their primary focus is on the alleviation of poverty and their aim is to “deliver a range of activities that focus on challenging and changing policies, practices and behaviours to ensure the VCSE are engaged, enabled, active and are not adversely disadvantaged”. Their website hosts a directory of East Midlands Social Enterprises, however this is no longer maintained.

16. Qualitative Research with Social Economy Organisations in Greater Lincolnshire.

Introduction

This sub-section incorporates the learning from research conducted via telephone interviews with organisations that operate in the social economy of Greater Lincolnshire. Where issues of note have been highlighted by the research, these have been flagged in the body of the report, with potential actions identified that could serve to support good practice, or reduce the impact of the issue. For ease of access, all of the issues and potential actions in this report have been brought together into an appendix to this report.

Eleven social economy organisations have taken part in this research, and we are very grateful for their support. These are:

- ACIS (<https://www.acisgroup.co.uk/>)
- ACTIVITEA (<https://www.miamonroe.co.uk/>)
- ACTS Trust (<https://www.actstrust.org.uk/>)
- CLIP (<https://cliplearning.com/>)
- LEAP (<https://www.leap.uk.com/>)
- Lincoln Action Trust – LAT (<https://latcharity.org.uk/>)
- Lincolnshire Rural Support Network – LRSN (<https://www.lrsn.co.uk/>)
- Lincolnshire Traveller Initiative – LTI (<https://lincsti.co.uk/>)
- Nettleham Woodland Trust (<https://www.nettlehamwoodlandtrust.co.uk/>)
- NW Counselling Hub (<https://nwcounsellinghub.co.uk/>)
- The Lincolnshire and Rutland Education Business Partnership – EPB (<https://the-ebp.co.uk/>)

It is acknowledged that a limitation of this research is that it was conducted with a relatively small sample of social economy organisations, and was not able to engage with any organisations based in North or North East Lincolnshire. Further research with a wider range of social economy organisations would inform a wider knowledge base of their views and experiences.

Awareness of Social Enterprise and the Wider Social Economy

Whilst all of the organisations involved met the criteria of a social economy organisation as set by this piece of research, when the interviewees were asked if they considered their organisation to be a social enterprise, they gave a range of responses, from definite yes's, through to definite no's. Some gave the explanation that they were not clear on what the definition of a social economy organisations was.

Organisations feel that some wider organisations and funders have a good understanding of the social economy, but that this is not universal. Their general view is that the level of understanding in the general public is quite low. It is also felt that individuals and organisations are not always clear on how the social economy is defined, or how it works to support local communities.

Issue – There is a lack of awareness of the social economy sector, understanding of what is, and of what it does.

- Potential Action: Provide support to increase understanding to businesses and the public regarding what the social economy encompasses and which types of organisations it comprises of.
- Potential Action: Promote the work of social economy organisations in order to enhance understanding of its role in supporting the local community.

It was noted that the COVID-19 pandemic has revealed that there is a strong social economy already in existence and that it will be important to take this opportunity to maximise on developing it further. It was also noted that the COVID 19 pandemic has expedited collaborative work with, and across, the sector, and that it has proved that a high level of collaboration is possible, including between the public and private sectors.

Issue – The size and extent of the social economy sector in Greater Lincolnshire is unknown.

- Potential Action: Attempt to understand the size and make up of the social economy in Greater Lincolnshire. Some suggestion of how this can be achieved are by creating a directory of social economy organisations and inviting organisations to sign up to this. This may be encouraged by providing incentives to organisations such as advertising, business support, or possible access to a modest pot of funding.

It was felt by some organisations that there is not currently a joined-up approach to the social economy; that locally the sector was not as well developed as it is in other areas; and is that it is reliant on smaller funding resources and revenue opportunities. It was generally felt that the social economy sector would benefit from a more cohesive strategy, and a variety of important suggestions were made. It was considered that it would be important for any strategy to:

Have Purpose - Ensure the sector wants, and sees a value in, a strategy being put in place; Be created for the “right” reasons; Be “right” for the needs of Lincolnshire.

Have Authenticity - It should take a “bottom up”, needs led, approach; Be led by appropriate individuals/organisations.

Define - Provide a definition and description of what the social economy is, and what it is not; Highlight which organisations would be considered part of the social economy.

Inform - Educate regarding the role of the social economy, particularly in areas where the social economy has a role in providing services that have previously been provided by public or statutory services; make reference to and explain, the Social Value Act.

Promote Collaboration - Discuss ways of enabling social economy organisations to share resources and skills; Consider how to address barriers to collaboration, such as competition between organisations who are bidding for the same funding.

Develop - Build on what is already being done in the county; Make use of the momentum provided by the COVID-19 pandemic response e.g. #buildbackbetter.

Be Aware - Make reference to current events; Consider the impact of the COVID-19 pandemic; Consider the impact of Brexit.

Be inclusive - Support social economy organisations that fall outside of the key economic industries of the county.

Be Responsible - Consider ethical issues; Consider sustainability, Consider the impact of climate change and other environmental issues; Include references to the Social Responsibility Charter.

Organisational Focus and Shared Goals

The focus of the organisations surveyed is varied, covering a variety of vulnerable community groups, including Travellers, young parents, those who are in food poverty, the homeless, those with mental health difficulties, those in rural areas, and those with experience of the criminal justice system. As such the range of activities that these organisations engage in is very broad. Despite this however, all of the organisations share a goal of working to improve the wellbeing and life chances of the groups that they serve.

Legal Status

There are various advantages and disadvantages reported for different organisations types² (see figure 1). Some of these are wider issues and cannot be addressed on a local level, however support to help to mitigate some issues could be provided locally.

Issue - Some charities have taken on additional legal registrations as a way of protecting trustees/board members against any potential legal action.

- Potential Action: Encourage and facilitate access to legal support locally to ensure all organisations are operating in the most appropriate structure.

Issue - The type of legal status an organisation has can have an impact on its eligibility for various funding sources.

- Potential Action: Support local grant makers/investors to review any limitations on access to funding based on organisational status.

Issue - Charities with dual registration face the difficulty of having additional work, particularly administrative, by nature of needing to comply with more than one set of requirements and financial returns.

- Potential Action: Increased support for local organisations who have the additional workload of being dual registered, e.g. assistance with accessing administration support.

² A limitation is that interviews were only carried with those who volunteered to participate. As such, not all forms of social economy organisation have been represented, such as mutuals or community land trusts.

Figure 1: Advantages and Disadvantages of Social Economy Organisation Structures

Legal Structure	Advantages	Disadvantages
Limited Company	<ul style="list-style-type: none"> • Is a straightforward legal structure • Has easier reporting requirements than some other structures, e.g. charities • Provides a level of assurance to funders of the level of stability and governance within the organisation • Provides legal protection to board members and trustees from their personal and collective risk of litigation in event of there being a problem • Allows the organisation to be more agile to respond to developing circumstances • Has provided eligibility to apply for a COVID “Bounce back” loan from the Government 	<ul style="list-style-type: none"> • Getting approval from the board can be a lengthy process • It can exclude organisations from applying for some funding streams
Community Interest Company	<ul style="list-style-type: none"> • Able to access wider funding sources • Still able to function as a profit-making organisation • Customers like that profit is used for “good” 	<ul style="list-style-type: none"> • People don’t always understand what a CIC is and so don’t tend to donate to them
Charitable Incorporated Organisation	<ul style="list-style-type: none"> • May help to access funding from additional sources in the future • Could provide additional protection to Trustees, if needed, in the future 	None noted
Registered Charity	<ul style="list-style-type: none"> • A well-recognised structure that gives clarity and confidence to those wanting to donate. • Usually eligible for the grants and funding that they want to apply for. • Increasingly favoured as deliverers of public services (although it was noted that national charities often win over smaller charities). • Clarifies the social values of the organisation 	<ul style="list-style-type: none"> • Charities may have lost some trust from donors over the years <p>For those with dual registration, Charity Registration can:</p> <ul style="list-style-type: none"> • Cause additional administration and accountancy work in order to meet the reporting requirements of both statuses. • Have implications for flexibility and for entering into collaborative work with other organisations, for example, the rules of the Charity Commission must be adhered to when entering into partnerships with other organisations.

Funding

All but one organisation relies on a mixture of funding methods, these include:

- Grants from a variety of sources
- Donations and fundraising
- Contracts for commissioned services
- Income and Profits

Some organisations are exploring the possibility of social investment money in form of a loan.

Funding strategy

Organisations voiced that accessing funding was often a “rollercoaster”, and involved them chasing funding from different sources at different times, with different levels of success. It was noted that whilst funding regularly became available for specific projects and pieces of work, it is more difficult to access funding to enable organisations to carry out their core activities. This often means that the management and administration structures of organisations are too lean to support growth, development and innovation.

Another factor highlighted is that, by virtue of pursuing bids for activities that are covered by funded projects, or contracts for commissioned services, organisations can experience mission drift as they are under pressure to respond to the requirements of projects, rather than responding to local needs or pursuing their key organisational aims. Lincolnshire Rural Support Network has tried to counteract this pressure by taking a stance of trying to stick to their service delivery strategy and mission rather than adapting services to meet the activity requirements of different funding providers and projects. They have found this to be a successful approach thus far, and have been fortunate to have been provided with funding retrospectively by the NHS to employ a mental health nurse, as this met the aims of the NHS’s public sector strategy. However, not all organisations are in a position to be able to stick to their aims and mission, particularly if this would leave them in a financially vulnerable position.

Some of the difficulties highlighted are wider issues that are difficult to address on a local level, such as that accessing funding is often a “rollercoaster”, with organisations chasing funding from different sources at different times, with different levels of success. However, there are some specific actions which could be taken locally to improve ease of access to funding where issues have been highlighted.

Issue - Funding for core activities is difficult to access. This often means that the management and administration structures of organisations are too lean to support growth, development and innovation. Since the COVID-19 pandemic it has been difficult for organisations to develop and innovate fast enough to keep up with the emerging situation.

- Possible Action: Explore and support funding resources that enable organisations to grow and innovate.

Issue - By pursuing contracts for commissioned services and bids for activities that are covered by funded projects, organisations can experience mission drift.

- Possible Action: Influence local funding providers to consider making provisions for core funded activities to enable organisations to develop and to meet the needs of their core audience.

Grant Funding

It was acknowledged that for grant funding, there are some good resources available locally, including those delivered by Lincolnshire County Council, Lincoln City Council and the Lincolnshire Community Foundation. Where organisations pursue grant funding as part of their funding strategy, it was felt that having an established process for dealing with bid writing and funding applications was extremely beneficial, and that where this was not in place, organisations felt that bid writing was a much more “painful” process. Pursuing grant funding can cause difficulties for organisations as the application process (and level of rigour) required varies from funder to funder, with grant giving foundations generally seen to be more supportive and helpful to applicants, and government grants seen to be more difficult to access. Another issue faced by social economy organisations is that eligibility for grants can vary according to organisation type, the type of activities to be delivered, and the size/turnover of the organisation.

It was noted that there have been some changes to how accessible funding is due to the COVID-19 pandemic, for example it was noted there are currently a number of grants available for community support, which is helpful for organisations that operate in this area, however for organisations that are not directly involved in pandemic related support or recovery, then grant funding has become very difficult to access.

Issue – Bid writing can be “painful” process for many organisations.

- Potential Action: Provide support with bid writing and to establish a process for bid writing with organisations.

Issue – The difficulty level in applying for grants can depend on the provider. This is especially true in light of COVID-19 related funding, where processes have often been streamlined.

- Potential Action: Explore application processes for funding with local funders with a recommendation that applications are as straightforward as possible to allow ease and equality of access, particularly for smaller organisations.

Issue - Organisation size, type, structure and turnover can influence eligibility for grant funding.

- Potential Action: Support local grant makers/investors to review any limitations on access to funding based on organisational status.

Issue - The activities covered by an organisation can limit their eligibility for grant funding, e.g. if the activities are deemed to be education-related, then there can be an assumption that these activities should receive statutory funding, even if they do not, or alternatively social enterprise organisations working within certain industries may be overlooked with regards to governmental support.

- Potential Action: Support local grant makers/investors to review any limitations on access to funding based on organisational activities.

Donations and Fundraising

As dual registered charities, a number of the organisations received funding from donations and fundraising activities. These funds range from one-off donations from individuals, regular donations and will bequests, to sponsorship by local businesses. It was reported that attracting regular donors is difficult and takes effort and engagement on many levels, and organisations recognise that good publicity and marketing support is key to securing donations, but felt that these activities can be difficult to fund, leading to a “catch-22” situation.

Issue - For organisations with charitable status, attracting regular donors is difficult. Good publicity and marketing support are key to securing donations, but these activities can be difficult to fund.

- Potential Action: Support organisations with opportunities for publicity and awareness raising. For example, provide channels by which organisations can market their products and services locally, such as via co-ordinating a local directory of social economy businesses, or hosting events or awards to showcase the local social economy.
- Potential Action: Support local grant makers/investors to review any limitations on access to funding based on organisational activities, especially involving marketing activity.

Contracts for Commissioned Services

For commissioned services, relationships and reputation are acknowledged as being key securing contracts, however it is acknowledged that even with these in place, securing contracts can be hard work. Where longer term contracts are in place, there is a complexity of opinion, even within organisations, that a lengthy contract provides security, but that equally, as these contracts are reviewed on an annual basis, there is always an ongoing risk that they may be ended early. It is not always felt that contracted services fully meet the needs of the community, for example, the Lincolnshire Traveller Initiative feel that they regularly go above and beyond what they are contracted to do in order to achieve better outcomes for the Traveller community that they support. Lincoln Action Trust noted that in their experience, accessing funding has become more difficult over the last 5 years, with Government departments tending to commission large pieces of work at the national level, rather than at a regional or local level. This has meant that Lincoln Action Trust have needed to partner or act as sub-contractors for local work, which is complex, and can be difficult if other organisations do not share their values.

Issue - Smaller or regional organisations can lose out on funding to larger, national organisations, leading to situations where they are then sub-contracted to do the work on a local level.

- Potential Action: Develop the ability of local organisations to compete for funding, either individually, or in collaboration with others.

Income and Profits

A number of the organisations maintain their financial position through income and profits from products or services provided. For LEAP and ACIS this involved rental income on the properties they lease, whereas for other such as The EBP, private contracts with schools are entered into. In general, organisations were keen to explore ways in which they could diversify their incomes as a way of increasing the sustainability of their operations, and were interested in finding out more about the different investment types that are available to them.

Issue - Organisations are keen to diversify their incomes as a way of increasing sustainability.

- Potential Action: Support organisations to explore their diversification options and to develop their sustainability strategies.
- Potential Action: Provide information and advice about the investment types open to social economy organisations.

The Impact of COVID-19 on Income and Funding

Organisations reported a mixed response to the way in which the pandemic has affected their income, funding, and funding strategy.

Grant Funding - There has been a significant amount of emergency funding available in order to support organisations in their pandemic response, particularly where they support vulnerable groups. Where crisis funding is available, in some, but not all, cases it is felt that it is easier to access due to streamlined application processes. Organisations that have an established process in place for bid writing, and that are involved in emergency response activities report that they have benefitted the most from emergency funding.

Additional funds for crisis work and for crisis recovery are proving useful to organisations, however some feel that more funding that can be used for core activities, such as setting up Development Worker positions or developing new ways of delivering services would be useful. Some organisations have found that funding was available for the technology they needed in order to deliver services remotely, but others had struggled to access this.

It was noted that there seems to be less opportunity to apply for grants in some sectors, particularly where these are not linked to emergency response activities, however existing grants agreements and their associated funds are still in place.

Contracts for Commissioned Services - Contracts have been affected in different degrees, depending on the type of services contracted. For some organisations, contracts and their associated services, have continued, whilst some have been suspended, particularly those where activities are linked to schools, such as for The EBP and ACTS Trust. There is uncertainty for some organisations over how to deliver contracted activities going forward,

particularly with reference to the rapidly changing guidance on lockdowns, social distancing, and other safety measures. Where contracted payments are dependent upon outcomes, such as those received by CLIP, income is less certain.

Donations and Fundraising - Due to their direct work with vulnerable groups via their Food Bank, ACTS Trust report that they experienced a surge in financial donations due to the pandemic, as well as a surge in donations of goods and services. This is also something which was reported by LEAP. Supermarkets such as Tesco, Waitrose and Lincolnshire Co-op have provided support for organisations through their charitable schemes and food bank donation points.

Income and Profits - As the initial lockdown eased, some organisations were able to resume their income generating activities, but for others this has been more difficult.

Government Aid - A number of organisations have received funding to furlough staff during the pandemic.

Diversifying Funding Strategy

Whilst ACTS Trust felt that their current funding level and funding strategy was meeting their needs, all of the other organisations reported that they would like to make changes to their current funding arrangements in order to provide them with a more sustainable approach to financing their organisation.

Grant Funding - Accessing more, and a greater range of, grant funding opportunities was a key priority for several organisations including Lincolnshire Action Trust, CLIP, The EBP, and NW Counselling Hub. Some potential barriers to them achieving this mirror the difficulties in accessing grant funding highlighted above (e.g. the nature of the activities that grant funding is being sought for, and the size and structure of the organisations looking for funding), while other concerns are COVID-19 related, for example regarding a lack of availability of funding which is not for emergency response/recovery activities, the availability of grant funding overall in the wake of the pandemic, and an increased amount of competition for the funds that are available.

Contracts for Commissioned Services - The ever-changing landscape in terms of lockdowns, social distancing guidelines, and other safety measures, particularly regarding work with schools, was highlighted as a barrier to accessing new contracts.

Donations and Fundraising - LEAP have tried running one online fundraiser with some success although they lack the capacity to sustain further activities as they have no volunteer fundraisers.

Social Investment - Three of the organisations were looking into Social Investment options in order to grow their existing offer, however potential barriers to this were identified as difficulties in accessing loan agreements, and the flexibility of lenders. There were also concerns that having investments funds in place may disadvantage an organisation when it comes to grant funding applications, as they may be seen as being in less urgent need of funding than those without investments.

Further barriers to diversification - These include: concerns that the communities that an organisation supports may not be interested in engaging with them if changes in activities are made to meet funders requirements rather than the community's needs; that by being registered charities and as such being required to comply with the rules of the Charity Commission, the types of funding activities that can be undertaken can be impacted upon; and facing prejudice over the communities that they provide a service for, for example Traveller communities or ex-offenders.

Accessing funding from a range of providers is also recognised as coming with its own challenges, which include complications over to adhering to the stipulations given by each of the different funders; and the fact that it is time consuming having to evidence all the different activities, and to report back to a number of funders and that many organisations lack the resources to do this.

Issue - Diversification of funding sources is an important consideration for organisations.

- Potential Action: Raising awareness of the different funding options available and provide training and support for organisations to be able to explore and take advantage of these where they may be of benefit to them.

Social Value and the Impact of the Social Value Act

The Public Services (Social Value) Act³ came into force in 2013 and requires people who commission public services to think about how they can also secure wider social, economic and environmental benefits for their area or stakeholders, and as such get more value for money out of their procurement processes.

Organisations gave mixed responses in their views of the Social Value Act - some were not aware of it, or knew little about it and those that did have an understanding of the Act had mixed views regarding the impact that it has had. Some organisations felt that, as a result of the Social Value Act, the public sector appears to have more of an interest in working with charities and social enterprises, and these organisations had positive views of the Act, feeling that a consideration of social value helps them to demonstrate what they do in a meaningful way, that it helps them when negotiating contracts. Other organisations felt that it hadn't had any impact on the commissioners that they were working with, whilst other views were that the Act has not yet had a significant impact, although that this was beginning to change. There were concerns that commissioners can tend to favour larger, national charities over more agile and responsive smaller local charities that have greater knowledge of local needs, whilst others were concerned that without wider buy-in of the principles of Social Value, that it felt more like a "tick box" exercise.

Issue – A lack of awareness and understanding of the Social Value Act.

- Potential Action: Raise awareness and understanding of the Social Value Act and how this impacts procurement processes.

Issue - Organisations feel that Social Value/ Social Impact Measurement is a useful way of evidencing the impact that they have on the communities that they support, especially to funders and potential funders.

- Potential Action: Support organisations to understand and to measure their social impact.

Accessing Organisational Support

The social economy organisations detailed a variety of support that they accessed in the running of their operations. In addition to paid-for support, services and development activities that they access, organisations recognise that they receive a large amount of support that does not cost them financially.

Research conducted as part of this project found a number of organisations or systems in place to primarily support the local social economy, as well as other organisations that support economically active organisations in general. Further research to explore how the support on offer is utilised by social economy organisations may be of interest.

- Support accessed at no cost to local organisations includes volunteer time, in-kind donations of goods, services and venues, pro bono work, and support from a number of local and wider sources, including specific projects. These include the GLLEP, Lincoln Big, Lincolnshire YMCA, Bishop Grosseteste University, the University of Lincoln, the Lincolnshire Community Foundation and the Lloyds Bank Foundation.

Issue – Organisations are reliant upon free and funded support.

- Potential Action: Continue to facilitate funded support for organisations through externally funded projects.

Organisations identified a broad range of skill sets where they felt that they needed either ongoing support, or additional support due to the impact of COVID-19. These included:

- Change management
- Bid writing
- Accounting and book-keeping
- Marketing and publicity
- Website design
- Data use
- Implementing new technologies
- General business support
- Evidencing impact
- Networking support

³ <https://www.gov.uk/government/publications/social-value-act-information-and-resources/social-value-act-information-and-resources>

For some organisations, specific areas of need going forward in a during/post pandemic climate were: attracting regular donors; adapting to new ways of working, including staff management and leadership; and information on up to date health and safety guidelines/regulations. Specific areas of need were identified by some organisations, for example, NWCH identified that they required support to help to have their services commissioned by local NHS teams; The Lincolnshire Travellers Initiative identified they needed more IT equipment and a minibus to be able to extend their services; and the Nettleham Woodland Trust identified a need for support in raising awareness of climate change and with specific environmental projects.

Issue – There are a wide variety of area in which organisations require business support in order to sustain and develop their activities.

- Potential Action: Provide free, funded, or low-cost opportunities for organisations to access the business support they need, particularly related to strategy, funding, marketing, innovation and impact measurement.

Diversity, Inclusion and Equality

Service Delivery and Activities

Some organisations, such as The Lincolnshire Traveller Initiative and LEAP specifically support those with protected characteristics, e.g. race and age. Some have particular strands or projects that focus on protected characteristics, such as EBP's Young Parents project, and ACIS which offers support for BAME communities, and the LGBTQ+ community and who are also a Disability Confident Organisation. Other organisations support people with specific protected characteristics as a by-product of their core offer.

Some organisations had target audiences that were made up of less formal characteristics, such as those in the agricultural community, or those who are in food poverty.

Organisational Leadership

Rather than focus on only protected characteristics, organisations were asked about how their target audiences were represented in leadership and decision making in general.

Three organisations reported that they had active representation of their target audience in their leadership structure. Where this was not the case, most organisations were actively considering this and planning how they could achieve it, mostly stating that they aimed to diversity their board.

Issue – Organisations would like to increase the representation of their target audiences in their leadership structures.

- Potential Action: Raise awareness of the importance of audience representation in leadership and provide training and support to enable organisations to facilitate this.

Decision Making

A greater number of organisations reported that representatives from their target audiences were involved in the decision-making processes of their organisations, with this being achieved in a variety of ways, including representation on the Board of Trustees, Resident Representation Groups, and through feedback mechanisms with service users.

Recruitment

LRSN and the Lincolnshire Traveller Initiative actively aim to recruit employees from the communities that they support. Others aim to recruit a diverse range of employees, for example, LEAP have run a recruitment campaign to encourage males to apply to what they have found to be traditionally female-dominated roles, and Lincoln Action Trust have amended their application process to prevent those with previous criminal convictions or a non-formal education background being put off from applying.

The Impact of COVID-19 on Diversity and Inclusion

Remote, flexible and home working has been of benefit to staff members, particularly those who have children or other caring responsibilities.

Remote delivery of services has enabled easier access for some people, but has disadvantaged those who do not have the equipment, digital skills or internet connection in order to access them effectively. This has meant that, in many cases, the hardest to reach are now even harder to reach.

Workforce

Recruitment

The ease of recruitment varies depending on location. Whilst it is recognised as a challenge, organisations, with the exception of EBP, are generally able to recruit from within the local area.

Recruiting staff and volunteers with the right skills for the role can be challenging, especially for roles in niche areas; roles where there are wider skills gaps/shortages, such as in some construction trades; and roles that require an understanding and appreciation of mental health issues. Volunteers make up an important part of the workforce of the social economy.

It was widely recognised that whilst skills and qualifications were important, the attitude and personal qualities of the applicants were also of great importance.

The location of posts can affect the ease of recruitment, with some areas being easier to recruit staff and volunteers to than others. This may be linked to a variety of issues, such as population density, level of skills of the applicants, and transport links.

Issue – Recruiting staff and volunteers with the right skills can be challenging, even more so when using a local talent pool.

- Potential Action: Explore the possibility of conducting a skills audit with organisations to establish what the difficulties are and then engage with local providers to establish if skills needs can be met locally.
- Potential Action: Support to promote volunteering as a way of widening the talent pool for organisations.

Partnership and Collaborative Working

All of the organisations engage in partnership working in order to operate. Some of these partnerships are formal, including contracted arrangements and memorandums of understanding, whilst some are less formal.

Partnerships and collaborations cover a wide range of organisations across the Public, Private and Voluntary Sectors.

Partnership working is viewed as beneficial by all of the organisations, with the stated benefits including the opportunity to share resources, learning and skills, enhanced opportunities to access funding via joint bids, the ability to network widely, and that it helps to avoid duplication of effort.

Some organisations felt that there can be an over-reliance by statutory services on the social economy to provide support for the community, that has previously been covered by statutory funding.

Issue – Partnership and collaborative working is of great importance to social economy organisations.

- Potential Action: Provide opportunities for social economy organisations to network with a wide range of organisations in order to identify opportunities for joined-up working.

Environmental Issues and Sustainability

Different organisations are approaching sustainability in different ways due to their differing activities, size and scope. These activities range from using “green” cleaning products, recycled paper and upcycling materials, to choosing environmentally friendly energy providers, installing solar panels and using eco-friendlier building materials, to preventing food from going to landfill. Not all organisations felt that they were doing as much as they could, but most felt that the move to remote working had caused the organisation to be more sustainable.

Issue – Organisations are environmentally conscious and are taking steps to reduce their environmental impact, but feel that they could be doing more.

- Potential Action: Provide support to raise awareness of environmental issues and encourage organisations to implement and embed an environmental sustainability plan.
- Potential Action: Provide opportunities for organisations to share their good practice and ideas for innovation.

The Wider Impacts of COVID-19

Organisations have been affected in various ways by the pandemic depending on what their operations are. Organisations that provide crisis support have been very busy, whereas some organisations have had to furlough staff as their usual work cannot be carried out. Whether positive or negative, all organisations have experienced impacts on their ability to achieve their aims and organisational targets.

Organisations that provide crisis support have found there to be more sources of funding available, and that often the application processes for accessing these have been more streamlined to accommodate urgent action.

Overall, organisations have moved to working from home and using technology in order to carry out their jobs where possible. Where this is not possible, they have been engaged in risk assessments to ensure that government guidelines are followed, and have adapted their operations to accommodate social distancing measures and the use of personal protective equipment.

All organisations reported they foresaw a greater need for the support that they offer as a result of the pandemic, with many recognising their role in supporting the mental health of their communities. Other areas of growing need were around access to educational support, and support for those who have been made redundant or furloughed. The wider impacts on increased need for support, particularly in the agricultural sector were identified as a bad harvest, and the implications of Brexit.

Some organisations did not feel that they required anything in addition to what they already had in order to be able to carry on during, and after, the pandemic. Others identified various measures that would support them to carry on, and in some cases, to extend their services. These include: additional financial support; support with technology, equipment and digital skills to enable them to extend remote access working; support to embed new ways of working within their teams; and frequent, up-to-date information on changes to health and safety measures. It was also identified that sharing good practice regarding how organisations have implemented COVID-19 related measures would be helpful.

Issue – Organisations need to be kept up to date with COVID regulations and guidelines that impact on their staff and their operations.

- Potential Action: Provide up-to-date information and resources to organisations which advises them of their responsibilities, as well as helping them to mitigate the impact of measures on their organisation.

Issue – Organisations have been impacted upon by COVID-19 and can learn from one another's experiences of dealing with the effects of the pandemic.

- Potential Action: Provide opportunities for social economy organisations to share their learning and experiences, such as through online groups or case studies.

Summary

This research with a small group of Lincolnshire based social economy organisations into their views and experiences has highlighted a number of things, including that they all share a purpose and passion for working with vulnerable groups and towards socially conscious causes, however, the views of what the term “social enterprise” means to them is varied, so working to raise understanding and to develop a meaningful definition would be of value for the sector.

It has identified issues, both positive and negative, associated with the legalities of operating in the social economy, particularly in terms of access to support and funding and the impact of reporting requirements upon workload. In terms of funding their activities, the organisations have identified the strengths and weaknesses associated with a variety of financial arrangements - from the hard work required to access grant funding; the difficulty of obtaining reliable sources of financial donations; to the difficulty of funding core activities and maintaining focus on the purpose of their organisation. The importance of a diverse range of funding methods is highlighted as critical to ensure the sustainability of the organisations and the activities and services that they deliver, especially in a post-COVID economy.

It shows that, The Social Value Act, whilst beginning to filter down into local commissioning, appears to have been limited in its impact, and raising awareness of the purpose of this will be important for Greater Lincolnshire organisations and commissioners.

It has also highlighted that the organisations interviewed understand equality and diversity issues, and even where they do not work directly with protected groups, they endeavour to represent their target audiences in their decision-making processes. They perform less well in terms of audience representation in terms of leadership, however this is an issue that is on their radar, and many aim to address this in the near future.

As expected, the research has found that these social economy organisations rely heavily on a volunteer workforce to operate their activities and services. It has also found that the recruitment of skilled staff and volunteers can be difficult for the organisations polled, particularly when trying to recruit locally, or to certain geographical areas and further research into the skills needs of the social economy of Greater Lincolnshire would be helpful to inform future actions.

The research has identified that all of the organisations polled work in close partnerships with other organisations across a number of sectors and structures, and this is seen as highly important for them in being able to extend their reach in terms of activities, services and impact, as well as helping to share resources and prevent duplication of work. It has also shown that the organisations are environmentally aware and that they are mostly taking steps towards increased environmental sustainability, however they feel that they still have work to do in this area.

In terms of the impact of COVID -19, the research shows that this has been varied, with no two organisations experiencing exactly the same issues. For some organisations, the impact of COVID has not been particularly detrimental, with those delivering crisis response support reporting that they have benefitted in a variety of ways, such as from a surge in financial donations, and from access to a wider range of funding opportunities. Other organisations have to drastically adjust their ways of working in order to meet COVID related regulations and guidelines, with most moving their back-office operations and service delivery to remote, online work wherever possible, and some needing to put staff on furlough. Some organisations have seen a rise in demand for their services over the lockdown period, whilst others have not been able to operate. Many organisations anticipate a higher ongoing demand for their services as COVID restrictions ease, such as those that work in mental health and in education.

Although a small study, this research has provided some valuable information about the issues and challenges faced by social economy organisations in Greater Lincolnshire and has been able to identify some courses of action that could be implemented in order to support the sector going forward, particularly in the wake of the pandemic.

17. Sources of Support for the Social Economy

Relevant Organisations

A National Perspective on Social Enterprises - Social Enterprise UK

<https://www.socialenterprise.org.uk/>

Social Enterprise UK (SEUK) is the leading global authority on social enterprise and forms the largest network of social enterprises in the UK. They are a strategic partner to six governmental departments and have led public policy on social enterprise for 15 years, helping the Government to pass the Social Value Act in 2012.

SEUK aims to raise the profile of social enterprises by running campaigns and lobbying on the sectors' behalf, by amplifying the voices of their member organisations, and by aiming to get social enterprises on the radar of decision makers across all sectors. As well as a strong national voice, SEUK have strong regional influences too, through their Social Enterprise Place Programme.

SEUK carry out leading research to build an evidence base for social enterprises, they challenge big businesses to buy more from social enterprises through the "Buy Social Corporate Challenge", they make social investment more accessible to social enterprises, and they help to shape and steer tax relief, financial investment and business support for the sector.

Educating the Sector - The School for Social Entrepreneurs

<https://www.the-sse.org/>

The mission of the School for Social Entrepreneurs (SSE) is *"to mobilise the experience of people from all backgrounds, and support them to use entrepreneurial approaches to create lasting social and environmental change"*. In order to do this, SSE helps 1,000 people a year develop the skills, strengths and networks they need to tackle society's biggest problems. SSE aims to provide learning that is inspiring, action-based and accessible, and offers courses that equip people to start, scale-up, and strengthen organisations that make a positive difference in their communities. These courses cover subjects such as funding, leadership and mentoring, and support social entrepreneurs and social-sector leaders to build sustainable, impactful organisations. SSE also operates the Social Enterprise Support Fund Grant.

Supporting the Sector - Inspire 2 Enterprise

<https://www.inspire2enterprise.org/#>

Inspire 2 Enterprise *"works with individuals and organisations across the UK to start, run, finance and grow social enterprises"* and work closely with their partners, the University of Northampton and Social Enterprise UK. They offer remote support, 1-2-1 support, can help to source funding, and can provide advice on the viability and sustainability of a business. Inspire 2 Enterprise helps social economy organisations with business planning, financial planning, company legal structure advice and with measuring social impact. They offer toolkits and resources for organisations, and conduct research on market demand and sector trends.

Supporting and Campaigning - UnLtd

<https://www.unltd.org.uk/>

UnLtd encourage collaboration and create networks to help support social entrepreneurs by hosting conferences, seminars training sessions and networking events across the UK. They offer financial guidance, help finding funding opportunities, 1-2-1 coaching, courses and toolkits to help social enterprises to develop their marketing skills. They also provide tools for organisations to use in order to conduct their own research and for and measuring their social impact. UnLtd also offer their own £20,000.00 'starting up awards' and partner with organisations such as Sainsbury's, UBS and the Big Lottery to broker investments of up to £50,000.00 and offer mentorships.

UnLtd are vocal in their campaigning for the growth of the social enterprise sector, heading up projects such as Leaders with Lived Experience and Pioneers: Leaders of Social Change, as well as working in partnership with The Precious Awards, and launching their #untapsolutions campaign to get MPs involved with promoting social entrepreneurship.

Connecting the Social Economy – The Impact Hub: King’s Cross

<https://kingscross.impacthub.net/>

Impact Hub describe themselves as “the world’s largest network focused on building entrepreneurial communities for impact at scale – home to the innovators, the dreamers and the entrepreneurs who are creating tangible solutions to the world’s most pressing issues”. The Impact Hub - Kings Cross is a UK arm of this organisation which offers support for entrepreneurs and for businesses, with a focus on those that operate in the social economy. For organisations outside of London they offer a remote, paid for, membership scheme called “Connect”, which offers membership benefits such as access to events, workshops, mentoring and networking with other members nationally and globally.

Providing Assurance - B Corporation

<https://bcorporation.uk/>

B Corporation is an international movement which aims to provide guarantees that businesses are measuring their environmental and social impact. In order to obtain certification as a B Corporation, businesses must “meet the highest standards of verified social and environmental performance, public transparency, and legal accountability to balance profit and purpose”.

There is a free online assessment tool that businesses can use to evaluate their impact and use as evidence to gain accreditation. Once accredited, businesses feature as a listing in the directory of B Corporations. Currently within Greater Lincolnshire, there is only one B Corporation, and this is Sunfresh Produce, based on Boston (<https://www.sunfreshproduce.com/>).

Demonstrating Impact – Social Enterprise Mark (CIC)

<https://www.socialenterprisemark.org.uk/>

Social Enterprise Mark CIC are a social enterprise that supports other social enterprises to demonstrate their commitment and achievement in relation to social impact. They deliver an accreditation system for social enterprises to be able to demonstrate their social impact, which in operates in the UK and internationally, Eligible social enterprises who meet the criteria for accreditation can display the Social Enterprise Mark, and have to go a robust annual assessment in order to retain their accreditation at a cost of £150 per year. They offer a range of accreditation levels: The Social Enterprise Mark, The Social Enterprise Gold Mark, The Social Enterprise Disability Employment Mark (SEDEM), and Aspiring Social Enterprise accreditation. They provide a directory of the accredited social enterprises, which also displays their social impact evidence.

Measuring Impact – Social Value UK

<http://www.socialvalueuk.org/>

Social Value UK is the UK’s professional body for social value and impact management. Its mission is “*To change the way society accounts for value through principles, practice, people and power*”. They are a member-led organisation that provide training and accreditation for organisations that want to evaluate and manage their social impact. They also campaign for organisations to be more accountable for their impact on people, and for decision makers to take into account the impact that their decisions have on wellbeing, equality and the environment. Social Value UK is also a certified B Corporation.

Supporting Co-operatives

<https://www.uk.coop/uk>

“Our mission is to grow the co-operative economy and together we work to promote, develop and unite co-operatives across all sectors, from major high street retailers and large agricultural businesses to community owned pubs and credit unions.”

“Promote co-operatives: Through lobbying and campaigning promote co-operatives to decision-makers and the wider public.

Develop co-operatives: Deliver specialist governance, secretariat and legal advice services to help members run their co-operative businesses.

Unite co-operatives: Organise high profile national events and facilitate networks and local workshops to enable co-operatives to connect, learn and do business with one another.”

Regional Case Studies

Case Study: Holding the social economy sector together in Staffordshire - Support Staffordshire

<https://www.supportstaffordshire.org.uk/>

Support Staffordshire is a Company Limited by Guarantee and a Registered Charity which exists to support the VCSE sector in Staffordshire.

Support Staffordshire believe that an effective and influential Voluntary, Community and Social Enterprise (VCSE) sector in Staffordshire enriches the lives of local people and communities. Their services aim to: increase skills and knowledge; harness the drive, enthusiasm and energy of people; enhance individual and family livelihoods; build capacity in neighbourhoods and communities; and to improve the relationships and resilience of organisations and individuals. Support Staffordshire describes itself as “acting like the ‘nuts and bolts’ or the ‘glue’ that holds our sector together”.

Support Staffordshire are supported by Staffordshire County Council and Staffordshire Railway Building Society. They are members of Acre Network, Health Watch Staffordshire and Team Staffordshire. Support Staffordshire are funded by the European Union Social Fund and have partnerships with Armed Forces Covenant, Building Better Opportunities, Lets Work Together, South-West Peak Partnership, Team Staffordshire, Transforming the Trent Valley and The West Midlands VCS.

Support Staffordshire helps member organisations in a wide variety of ways in terms of organisational support, and also serves to widen knowledge of, and the impact of, the social economy locally. They offer a tiered model of support, with free membership for organisations with income of less than £100million per annum. In addition to this, Support Staffordshire are also able to offer paid for consultancy support, room hire and office space rental.

Organisations eligible for membership include registered charities, constituted not-for-profit community or voluntary groups, constituted social enterprises, and start-up groups. As part of their free membership offer, Support Stafford offer three hours of free, bespoke support per year which can cover support with funding searches, governance, business planning, and financial planning. They also provide support with volunteer recruitment as well as offering access to discounted services such as printing/laminating/photocopying, room and minibus hire.

Additional support offered by Support Staffordshire to its VCSE community include training and events. These include free forums for locality areas which are open to anyone involved in the VCSE sector, and a Health and Care focussed forum. Since the COVID-19 outbreak, these forums have continued online.

As a way of raising awareness and sharing good practice, Support Staffordshire host their own annual awards programme, which has a variety of different categories with a focus on the voluntary sector.

Support Staffordshire support a wider information and persuasion agenda in their area by creating campaigns across Staffordshire for all members of the VCSE partnership, identifying appropriate forums and partnership boards for members to engage with, and promoting members’ products and services.

Case Study: Sustaining the Social Economy of Cumbria - Cumbria Social Enterprise Partnership

<http://www.secumbria.org/>

Cumbria Social Enterprise Partnership is financially supported by Cumbria County Council via grants to support business advice and networking activities. The development and financial sustainability of the social enterprise sector in Cumbria is the main aim of Cumbria Social Enterprise Partnership, enabling social enterprises to flourish and contribute to the county’s employment and skills. They offer support and advice, funding sources and guidance, and toolkits and resources.

The objectives of the Partnership are:

- To increase the formation, growth and survival rates of Cumbrian social enterprises.
- To improve information and communication between and outside the Cumbrian social enterprise sector in the North West of England and beyond.
- To grow market opportunities for Cumbrian social enterprises.
- To represent the interests of the Cumbrian social enterprise sector.
- To work with local, regional national and transnational bodies to strengthen the sector.

Cumbria Social Enterprise Partnerships helps member organisations with information and persuasion by:

- Running campaigns and lobbying on behalf of the sector.
- Carrying out research
- Signposting to support from national organisations such as Social Enterprise UK, School for Social Entrepreneurs and UnLtd and local partners such as Cumbria CVS.
- Providing information on funding information.
- Sharing best practice with other member organisations.
- Providing financial services – accounts, tax returns and pension auto enrolment.
- Providing organisational training in governance, planning, funding, management, marketing, and social media.
- Providing tips and toolkits on funding applications, raising investments and measuring organisational social value.

Case Study: Engaging the VCSE Sector in Norfolk - Community Action Norfolk

<https://www.communityactionnorfolk.org.uk/sites/>

Community Action Norfolk is an independent charity whose aim is to provide support for around 500 organisations each year across Norfolk, helping them with everything from governance and funding through to strategic planning and community engagement. Community Action Norfolk is the leading organisation for engagement with the VCSE sector in Norfolk. They are funded by Norfolk County Council to help build a positive dialogue between the VCSE sector and in particular Norfolk County Council.

Community Action Norfolk helps member organisations with information and persuasion by providing:

- regular updates on the latest developments in government, regional and local policies, projects, and proposals that impact upon communities across Norfolk.
- governance and constitutional advice and guidance.
- local consultation services.
- skills-sharing with like-minded organisations, best practice sharing and a community profile.
- resource and information toolkits on operational issues.
- Training opportunities, seminars and networking opportunities
- funding opportunities updates.
- Legal advice, help with policies and insurance.
- An oil bulk-buying scheme

18. References

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