





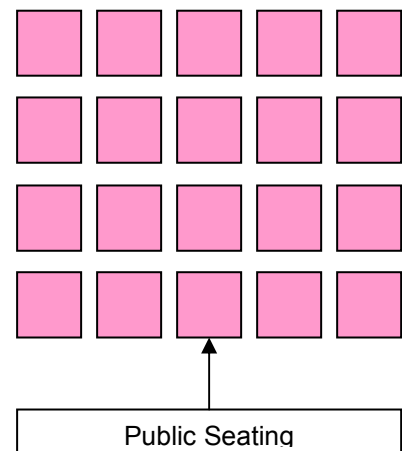
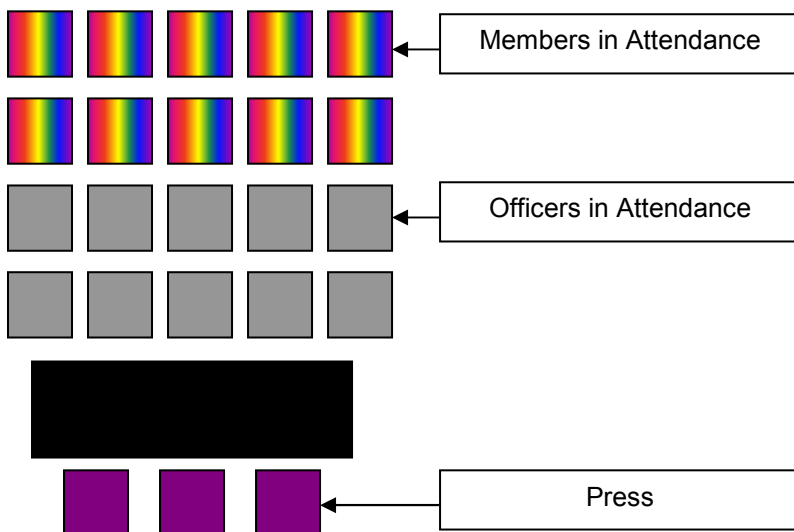
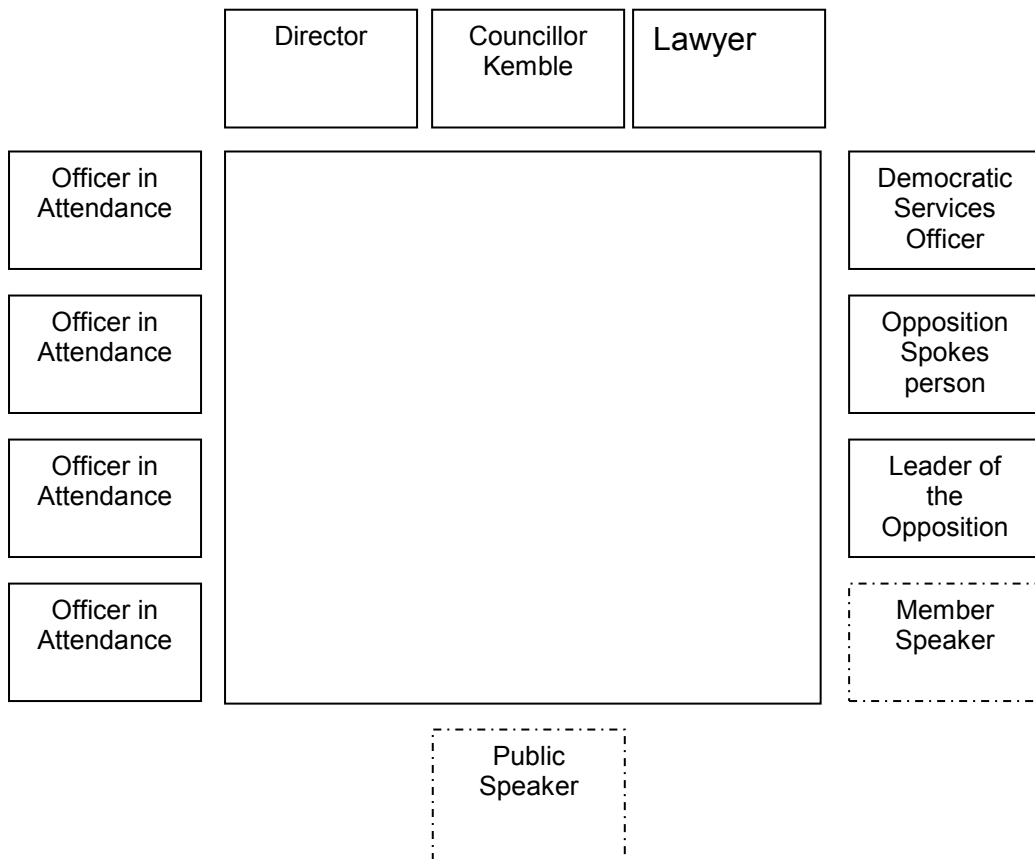
Brighton & Hove  
City Council

# Cabinet Member Meeting

Title:	<b>Enterprise, Employment &amp; Major Projects Cabinet Member Meeting</b>
Date:	<b>16 September 2008</b>
Time:	<b>5.00pm or at the conclusion of the CMM – Culture, Recreation &amp; Tourism, plus 15 minutes break (will not meet earlier than 5.00pm)</b>
Venue	<b>Committee Room 3, Hove Town Hall</b>
Members:	<b>Councillor:</b> Kemble (Cabinet Member)
Contact:	<b>Caroline De Marco</b> Democratic Services Officer 01273 291063 caroline.demarco@brighton-hove.gov.uk

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# Democratic Services: Meeting Layout



## AGENDA

### 17. PROCEDURAL BUSINESS

- (a) Declarations of Interest by all Members present of any personal interests in matters on the agenda, the nature of any interest and whether the Members regard the interest as prejudicial under the terms of the Code of Conduct
- (b) Exclusion of Press and Public - To consider whether, in view of the nature of the business to be transacted, or the nature of the proceedings, the press and public should be excluded from the meeting when any of the following items are under consideration.

*NOTE: Any item appearing in Part 2 of the Agenda states in its heading the category under which the information disclosed in the report is exempt from disclosure and therefore not available to the public.*

*A list and description of the exempt categories is available for public inspection at Brighton and Hove Town Halls.*

### 18. MINUTES OF THE PREVIOUS MEETING

1 - 6

Minutes of the meeting of the Enterprise, Employment & Major Projects Cabinet Member Meeting held on 10 June 2008 (copy attached).

### 19. CABINET MEMBER'S COMMUNICATIONS

### 20. ITEMS RESERVED FOR DISCUSSION

- (a) Items reserved by the Cabinet Member
- (b) Items reserved by the Opposition Spokesperson
- (c) Items reserved by Members, with the agreement of the Cabinet Member.

### 21. PUBLIC QUESTIONS

No public questions have been received.

### 22. WRITTEN QUESTIONS FROM COUNCILLORS

No written questions have been received.

### 23. PETITIONS

# ENTERPRISE, EMPLOYMENT & MAJOR PROJECTS CABINET MEMBER MEETING

No petitions have been received.

## 24. DEPUTATIONS

No deputations have been received.

## 25. LETTERS FROM COUNCILLORS

No letters have been received.

## 26. NOTICES OF MOTION REFERRED FROM COUNCIL

No Notices of Motion have been received.

## 27. MATTERS REFERRED FOR RECONSIDERATION

No matters have been referred.

## 28. REPORTS FROM OVERVIEW & SCRUTINY COMMITTEES

No reports have been received.

## 29. COMMUNITY STADIUM - LANDOWNER APPROVAL TO NEW PLANNING APPLICATION 7 - 14

Report of the Director of Cultural Services (Late report to follow).

*Contact Officer:* Chris Mortimer *Tel:* 01273 292556

*Ward Affected:* Hollingbury & Stanmer

## 30. SOCIAL ENTERPRISE STRATEGY 15 - 46

Report of the Director of Cultural Services (copy attached).

*Contact Officer:* John Routledge *Tel:* 01273 291112

*Ward Affected:* All Wards

## PART TWO

## 31. OPEN MARKET PROJECT UPDATE - PROPOSALS FOR SUPPORTING THE RELOCATION OF FIELD TYRES 47 - 56

Report of the Director of Cultural Services (copy attached).

*Contact Officer:* Richard Davies *Tel:* 01273 296825

*Ward Affected:* All Wards

## ENTERPRISE, EMPLOYMENT & MAJOR PROJECTS CABINET MEMBER MEETING

The City Council actively welcomes members of the public and the press to attend its meetings and holds as many of its meetings as possible in public. Provision is also made on the agendas for public questions to committees and details of how questions can be raised can be found on the website and/or on agendas for the meetings.

The closing date for receipt of public questions and deputations for the next meeting is 12 noon on the fifth working day before the meeting.

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Meeting papers can be provided, on request, in large print, in Braille, on audio tape or on disc, or translated into any other language as requested.

For further details and general enquiries about this meeting contact Caroline De Marco, (01273 291063, email [caroline.demarco@brighton-hove.gov.uk](mailto:caroline.demarco@brighton-hove.gov.uk)) or email [democratic.services@brighton-hove.gov.uk](mailto:democratic.services@brighton-hove.gov.uk)

Date of Publication - Monday, 8 September 2008



# **ENTERPRISE, EMPLOYMENT & MAJOR PROJECTS CABINET MEMBER MEETING**

## **Agenda Item 18**

Brighton & Hove City Council

### **BRIGHTON & HOVE CITY COUNCIL**

#### **ENTERPRISE, EMPLOYMENT & MAJOR PROJECTS**

**5.00PM, 10 JUNE 2008**

**ROOM 3, HOVE TOWN HALL**

#### **MINUTES**

**Present:** Councillor Kemble, Cabinet Member for Enterprise, Employment & Major Projects

**Other Members:** Councillor Mitchell, Leader of the Opposition, Councillor Turton, Opposition Spokesperson.

**Also in attendance:**

Cabinet Members: Councillor Mears, Leader, Councillor Smith, Cabinet Member for Culture, Recreation & Tourism

#### **PART ONE**

#### **1 PROCEDURAL BUSINESS**

##### **1a Declarations of Interests**

1.1 There were none.

##### **1b Exclusion of Press and Public**

1.2 The Committee considered whether the press and public should be excluded from the meeting during the consideration of any items contained in the agenda, having regard to the nature of the business to be transacted and the nature of the proceedings and the likelihood as to whether, if members of the press and public were present, there would be disclosure to them of confidential or exempt information as defined in Schedule 12A, Part 5A, Section 100A(4) or 100 1 of the Local Government Act 1972 (as amended).

1.3 **RESOLVED** - That the press and public be not excluded from the meeting.

#### **2 TERMS OF REFERENCE**

2.1 The Cabinet Member considered a report of the Director of Strategy & Governance concerning the Terms of Reference of the Enterprise, Employment & Major

Projects Cabinet Member Meeting (for copy see minute book).

2.2 **RESOLVED** – That the Terms of Reference be noted.

### **3 MINUTES**

3.1 **RESOLVED** – That the minutes of the meeting of the Major Projects Sub-Committee held on 14 March 2008 be noted.

### **4 CABINET MEMBER'S COMMUNICATIONS**

4.1 There were none.

### **5 ITEMS RESERVED FOR DISCUSSION**

5.1 **RESOLVED** – All items were reserved for discussion.

### **6 PUBLIC QUESTIONS**

6.1 There were none.

### **7 WRITTEN QUESTIONS FROM COUNCILLORS**

7.1 There were none.

### **8 PETITION – THE CONNAUGHT CENTRE**

8.1 The Cabinet Member had before him the following petition presented at Council on 13 March 2008 by Councillor Older and signed by 551 people.

“The Connaught Centre has been a centre of excellence in teaching for adults and as a vital community resource for the past 30 years. City College Brighton and Hove’s plans for the future of the centre and adult education are unclear in their redevelopment proposals.

We the undersigned believe that the loss of the facility would be detrimental to both the community and learners in the west of the city and that City College will be failing in its remit to provide city wide learning by concentrating all of its facilities in the east and centre of Brighton and ignoring the needs of Hove. We request a positive response on the future of the Connaught.”

The Cabinet Member replied that he would send a written reply to Councillor Older as set out below.

“The city council has worked closely with City College Brighton and Hove and the Learning and Skills Council to try to ensure as much capital funding as possible is directed towards Brighton & Hove to provide modern fit-for-purpose vocational further education. At the moment this work has concentrated on the larger Pelham Street and proposed Community Stadium campuses. We understand that City College does have plans for future provision of both a study skills centre aimed at 14-16 years old, to be provided in partnership with schools, and adult education to



be provided in accessible locations in the west of the city. However, the college is yet to make any formal proposals for this provision or to make any firm decisions on the future of the Connaught building.

The Principle of City College informs us that he has met with staff and students on a number of occasions and guaranteed that Connaught will continue for at least two more years and certainly until replacement provision is in place. The College and the City Council are both members of the Brighton & Hove Learning Partnership. The Partnership has a sub group whose remit is Adult Learning. Any proposals for future provision of Adult Learning will be considered by this partnership group.

The city council would be concerned by any loss of provision and floor space in the west of the city. The City Council will continue to work with the college to ensure that we safeguard provision and learner numbers as the later phases of the college's capital strategy come forward."

## **9 DEPUTATIONS**

9.1 There were none.

## **10 LETTERS FROM COUNCILLORS**

10.1 There were none.

## **11 NOTICE OF MOTION REFERRED FROM COUNCIL**

11.1 There were none.

## **12 MATTERS REFERRED FOR RECONSIDERATION**

12.1 There were none.

## **13 REPORTS FROM OVERVIEW & SCRUTINY COMMITTEE**

13.1 There were none.

## **14 SHOREHAM HARBOUR REGENERATION PROPOSALS – UPDATE AND TERMS OF REFERENCE FOR MEMBER STEERING GROUP**

14.1 The Cabinet Member considered a report of The Acting Director Cultural Services which provided an update on the Shoreham Harbour regeneration proposals and presented the terms of reference for a proposed Member Steering Group (for copy see minute book). The draft terms of reference were attached as appendix 1 to the report.

14.2 **RESOLVED** – (1) That progress of the project be noted.

(2) That It be agreed that the Council appoints three City Council Members as representatives to sit on the Shoreham Harbour Member Steering Group, namely: the Cabinet Member for Enterprise, Employment and Major Projects, one Labour ward councillor (Councillor Hamilton) and one Conservative ward councillor (Councillor Harmer-Strange).

## 15 APPOINTMENT OF PROJECT BOARDS

- 15.1 The Cabinet Member considered a report of The Acting Director Cultural Services which reviewed the role performed by Project Boards and the part they played in the delivery and decision making process of major projects. The report sought agreement to the retention and continuation of a number of existing Project Boards, requested nominations from the main political groups for their representatives to join these Boards and set out the criteria by which Project Boards were considered appropriate and might be established (for copy see minute book).
- 15.2 The Opposition Spokesperson referred to the criteria for establishing the Project Boards and asked for clarification regarding Black Rock (Brighton Int'l Arena). The Assistant Director, Major Projects explained that a planning application for this project had not yet been submitted. The view of the Major Projects Sub-Committee was that the land owning Committee had fulfilled its role, and the project had been referred to the planning authority. The Leader of the Opposition asked if BIA had submitted a robust business case as this had been due to be examined by officers by the end of April, if satisfactory. The Assistant Director, Major Projects explained that a Part 2, exempt report had been submitted to the Policy and Resources Committee. The Leader of the Council was likely to comment on this matter at Cabinet on 12 June 2008.
- 15.3 **RESOLVED** – (1) That the role performed by Project Boards and the part they play in the delivery and decision making process of major projects be noted.
- (2) That the Project Boards for the Brighton Centre, City College (including Wilson Avenue), the Open Market, Preston Barracks and The Keep be retained and that new Project Boards be created in accordance with the criteria set out in paragraph 3.3 of the report as appropriate.
- (3) That it be agreed that each of the four main political groups be requested to nominate representatives to join the identified Project Boards.

## 16 SUB-NATIONAL REVIEW OF ECONOMIC DEVELOPMENT AND REGENERATION

- 16.1 The Cabinet Member considered a report of The Acting Director Cultural Services which proposed a response to the consultation on the Sub-National Review of Economic Development and Regeneration and sought authority to negotiate a joint response with East & West Sussex County Councils (for copy see minute book).
- 16.2 The Cabinet Member confirmed that the response would be brought back to the Cabinet Member meeting.
- 16.3 The Leader of the Opposition stressed that there was a need for proper regional planning and the response should not be unduly negative.
- 16.4 **RESOLVED** – (1) That the main points of the consultation response, as set out in Section 7 of the report, be approved.
- (2) That the Acting Director, Cultural Services be authorised to discuss and if

possible agree a similar joint response with East and West Sussex County Councils.

The meeting concluded at 5.16pm

Signed

Chair

Dated this

day of

2008



# **ENTERPRISE, EMPLOYMENT AND MAJOR PROJECTS CABINET MEMBER MEETING**

## **Agenda Item 29**

Brighton & Hove City Council

<b>Subject:</b>	<b>Community Stadium - landowner approval to new planning application</b>		
<b>Date of Meeting:</b>	<b>16 September 2008</b>		
<b>Report of:</b>	<b>Director of Environment</b>		
<b>Contact Officer:</b>	<b>Name:</b>	<b>Chris Mortimer</b>	<b>Tel: 292556</b>
	<b>E-mail:</b>	chris.mortimer@brighton-hove.gov.uk	
<b>Key Decision:</b>	No		
<b>Wards Affected:</b>	Hollingbury & Stanmer; Moulsecomb & Bevendean		

The special circumstances for non-compliance with Council Procedure Rule 23 and Section 100B(4) of the Local Government Act as amended (items not considered unless the agenda is open to inspection at least five days in advance of the meeting) are that the report is reliant on information provided by a third party and it was not possible to review such information and include the necessary information and date within the despatch deadline.

### **FOR GENERAL RELEASE**

#### **1 SUMMARY AND POLICY CONTEXT**

- 1.1 The purpose of this report is to seek the council's approval as landowner of the major part of the site for the Community Stadium to the form of the proposed new planning application for the development.

#### **2 RECOMMENDATIONS**

- 2.1 (1) That the Council as landowner approves the form of the planning application for stadium changes and chalk reprofiling which is proposed to be submitted by The Community Stadium Ltd for consideration by the council as Local Planning Authority.

#### **3 RELEVANT BACKGROUND INFORMATION/CHRONOLOGY OF KEY EVENTS**

- 3.1 Although the local planning authority was minded to grant permission in 2002, The Community Stadium finally obtained planning permission in July 2007 following two public inquiries and a legal challenge. Since then the Football Club and their design team have reworked the stadium design, in part to meet new requirements which have been introduced since the original planning application

was submitted in June 2001.

- 3.2 The council in its role as landowner is being consulted by the Football Club on the form of the planning application. The other landowner, the University of Brighton, is also being consulted. The planning application itself will be determined by the Local Planning Authority.

#### **4 CONSULTATION**

- 4.1 Technical and architectural advice on the proposed changes in the application has been provided by the council's Architecture and Design Manager. Although the changes only relate to land in the council's area, Lewes District Council are aware of the proposed changes and will be a planning consultee in the event of the planning application being lodged.
- 4.2 The Club gave a presentation to members and officers on 11 September, explaining the design changes and the reasons underlying them. Any issues arising from that meeting will be referred to orally at the Cabinet Member Meeting.

#### **5 FINANCIAL & OTHER IMPLICATIONS**

##### Financial Implications

- 5.1 As part of the development process the council, as landlord, must be satisfied that the Community Stadium Ltd has secured sufficient funding, bonds, guarantees and grants for the completion and operation of the development. The recommendations in this report do not affect this requirement.

*Finance Officer Consulted: Peter Sargent, Loans & Technical Manager,  
Date: 8 September 2008*

##### Legal Implications

- 5.2 The consent of the council is required in this matter as it is owner of most of the stadium site. The report indicates the reasons why the changes are proposed and their scope. It is reasonable for the council to approve the making of the revised planning application.

*Lawyer Consulted: Bob Bruce, Principal Solicitor, Date: 9 September 2008*

##### Equalities Implications

- 5.3 Some of the design changes included in the application relate to upgrading the stadium for DDA compliance.

##### Sustainability Implications

- 5.4 The developer is requiring of its contractor that the design meets BREEAM Very Good. The area for the energy centre for the stadium has been increased

substantially to accommodate sustainable energy initiatives. The proposal to spread chalk on an adjacent field is partly designed to reduce lorry movements to and from the site and hence CO2 emissions.

#### Crime & Disorder Implications

- 5.5 No specific implications.

#### Risk and Opportunity Management Implications

- 5.6 The report is seeking approval to the form of a planning application on the council's land. There are no specific risk issues at this stage; these will be addressed in subsequent reports covering the legal agreements involved.

#### Corporate / Citywide Implications

- 5.7 The delivery of the Community Stadium has been a corporate priority since the council agreed to allocate the land for the project in 2001.

### **6 EVALUATION OF ANY ALTERNATIVE OPTION(S):**

- 6.1 The only alternative option would be for the council as landowner not to approve some or all of the proposed changes in the new application. In this event, while the Club would in theory still be able to implement the existing planning permission, in practice this would be extremely difficult because it does not meet all the current building codes or requirements of new football stadia.

### **7 REASONS FOR REPORT RECOMMENDATIONS**

- 7.1 The council has several roles in relation to the Community Stadium project including planning authority, highway authority and landowner of the main part of the site for the stadium. It is the intention that the council as landowner will enter into a tripartite Agreement for Lease with the other landowner (the University of Brighton) and The Community Stadium Ltd. for the development of the stadium site. This Agreement will cover, *inter alia*, approval for the design, funding and delivery of the stadium. This report only seeks the approval of the council in its landowner capacity to the form of the new planning application which the Football Club wish to submit to update the application for which consent was granted in July 2007. The Cabinet will receive a report later in the year addressing the Club's Business Case, and terms of the tripartite Agreement.
- 7.2 The main issues for the council in its role as landowner concern the generality of the changes so far as they affect the site and the surrounding area. Consideration has therefore been given to the proposed changes to the area of the stadium and the amount of accommodation; the proposed changes to the design of the stadium; proposed changes in use; and the new proposal to spread the excavated chalk on a field owned by the council to the south of Village Way. The principal changes between the consented scheme and the proposed application are listed in Annex A. This planning application does not include and is not dependent upon the proposed 8000m<sup>2</sup> building for City

College at the Stadium (the “Bund building”). Should any proposals for the Bund building come forward they will be the subject of a separate report.

7.3 The main reasons for the changes and hence the need for the Club to submit a further planning application are as follows:

a) since the original planning application there has been a range of **changes to relevant regulations** governing building in general and sports grounds in particular. These include major revisions to Parts L and M of the Building Regulations, the 2008 Guide to Safety at Sports Grounds, updated guidance from the Football Stadia Improvement Fund and the Football Licensing Authority and FIFA and UEFA regulations. These have led to a redesign and enlargement of concourses, the west stand, control room and back of house spaces. Overall, there is a small increase in the footprint of the scheme and a more significant increase in total floorspace;

b) there have also been **changes to the brief** for the scheme. These include a large increase in hospitality accommodation to reflect market requirements and the inclusion of 2000m<sup>2</sup> of bespoke teaching accommodation for City College in the East Stand in place of 1200m<sup>2</sup> of generic office accommodation in the original scheme. The creche and sports medicine unit in the original scheme have now been omitted as they are no longer funded by partners. The stadium will remain as the centre for delivering the Club’s award-winning Albion in the Community education programmes;

c) the revised scheme incorporates elements of **cost savings**. Since the original scheme was submitted there has been a big increase in construction inflation, in particular a 50% increase in steel prices. The Club’s design team has been working to reduce costs while retaining the original design philosophy. For example, the design of the steel arch over the west stand has been changed to reduce steel usage and the proportion of glazing to the west stand has been reduced significantly;

d) the Club’s proposal to **spread the 160,000 m<sup>3</sup> of chalk excavated from the site** onto a field (also owned by the council) to the south of Village Way. The purpose of this is to reduce lorry movements and hence assist with meeting the requirement on the Club to implement CO<sub>2</sub> reduction measures. The Club estimate that the proposal would take 21,400 lorry movements off the public highway over a four month period and result in a very significant reduction in CO<sub>2</sub> emissions. The topsoil will be removed and then replaced once the chalk has been spread thus allowing the field to return to agricultural use over a period of years.

7.4 Changes to the design and use. The main changes are to the arch above the west stand; the elevation and cladding of the west stand and the replacement of the bunds behind the north and south stands with accommodation. The council’s Architecture and Design Manager has reviewed the proposals and has the following comments:



- “the change in the arch design from a tubular arch to a trussed arch has been made for understandable cost reasons. While the design change gives greater prominence to the arch, there is no increase in height and the fact that the new trusses are set further back should offset some of the visual impact. It is very subjective as to whether the changes would actually detract from the overall appearance of the stadium, especially as each truss curves with the stadium walls.
- the change from modular aluminium cladding to standard colour coated aluminium curtain walling on the east and west elevations together with the reduction in area of glazing on the west elevation is also primarily cost-driven. While the elevation in the original, consented scheme is more elegant, the reduction in glazing in the proposed scheme will serve to reduce solar gain. The choice of glazing and colour and finish to the curtain walling will be critical and will be subject to the council’s approval at a later stage.
- the replacement of grass covered bunds behind the east and west stands with accommodation is a significant change which will make the building more visible. Changes to landscaping along Village Way are proposed to ameliorate this to some extent. The rustic blockwork proposed for these elevations is appropriate although the choice of colour will be important. The grass covering has been replaced with a metal roof which should be of the standing seam type to be acceptable.
- Overall, and subject to later approval of materials and colours, I have no objections to the revisions to the Club’s design.”

7.5 Changes in use. The principal change is the inclusion of bespoke accommodation for City College in the East Stand. This forms part of the College’s overall accommodation strategy which is supported by the council. There will be considerable education benefits in delivering some College courses from the stadium, particularly for “hard to reach” groups of students. The increase in areas for hospitality and the omission of the creche and the dedicated sports medicine unit are responses to changes in the market since the original scheme was designed and are acceptable to the council as landowner.

7.6 Chalk spreading proposal. Given the large reduction in lorry movements and hence CO2 emissions, it is recommended that this is approved in principle. However any agreement to use the council’s land for this purpose will be subject to a detailed agreement between the council, the club and the current tenant farmer. Discussions are currently taking place over the method of transporting and spreading the chalk, aftercare arrangements and the timescale for recovery of the land and the terms of any arrangement. Draft heads of terms for this agreement will be brought to a future Cabinet or Cabinet Member Meeting for consideration.

7.7 The changes which give rise to the need for a new planning application are limited to that part of the site within Brighton and Hove and are understandable and reasonable in the context of a scheme which has been unchanged during the lengthy period of obtaining planning permission. Subject to the agreements referred to for the lease of the site and the chalk spreading, together with approvals of materials and colours at the appropriate time, it is recommended

that the form of the planning application is approved by the council in its role as landowner.

### **SUPPORTING DOCUMENTATION**

Annex A: Main changes between consented scheme and proposed scheme

**Documents In Members' Rooms:** None

**Background Documents:** Draft planning application for stadium changes and chalk reprofiling

## COMMUNITY STADIUM

### MAIN CHANGES BETWEEN CONSENTED SCHEME AND PROPOSED SCHEME

	Consented Scheme	Proposed Scheme	Comments
<b>KEY ELEMENTS</b>			
Capacity	22,500	22,500	No change
Footprint	29,000m <sup>2</sup>	30,750m <sup>2</sup>	<ul style="list-style-type: none"> <li>larger East Stand to accommodate City College</li> </ul>
Gross internal area	18,189m <sup>2</sup>	27,796m <sup>2</sup>	<ul style="list-style-type: none"> <li>increase in circulation space</li> <li>increase in hospitality space in West Stand</li> <li>increase in area for City College in East Stand</li> <li>increase in office and back-up accommodation</li> </ul>
<b>DESIGN CHANGES</b>			
Main arch	tubular arch	trussed arch	<ul style="list-style-type: none"> <li>no change in overall height</li> <li>response to 50% increase in steel costs</li> </ul>
Accommodation behind north and south stands	grass topped chalk bunds with stone gabions	accommodation with rustic blockwork walls and metal roof	<ul style="list-style-type: none"> <li>replaces solid chalk landscaping feature with accommodation</li> </ul>
Acoustic screening at corners between stands	“Sails”	High performance acoustic cladding	<ul style="list-style-type: none"> <li>designed to meet noise levels in planning condition for consented scheme</li> </ul>
Curtain walling to West Stand	large central area of planar glazing	smaller glazed area with remainder aluminium metal cladding	<ul style="list-style-type: none"> <li>cost savings achieved</li> <li>area of solar gain reduced</li> <li>reflects internal use changes</li> </ul>

<b>USE CHANGE</b>			
East stand	1200m2 offices	2000m2 education space	<ul style="list-style-type: none"> <li>• replacement of office space with teaching and learning space for City College</li> </ul>
West stand	Creche and sports medicine unit	No creche and sports medicine	<ul style="list-style-type: none"> <li>• original partner for provision of creche no longer operating</li> <li>• sports medicine unit no longer required by the University of Brighton</li> </ul>
<b>SPREADING OF EXCAVATED CHALK</b>			
Spreading of chalk not used in development on a field south of Village Way	not included	now proposed	<ul style="list-style-type: none"> <li>• reduces number of lorry trips to and from the site</li> <li>• reduces amount of CO2 generated by development</li> </ul>

# ENTERPRISE, EMPLOYMENT & MAJOR PROJECTS CABINET MEMBER MEETING

## Agenda Item 30

Brighton & Hove City Council

<b>Subject:</b>	<b>Social Enterprise Strategy</b>		
<b>Date of Meeting:</b>	<b>3<sup>rd</sup> September 2008</b>		
<b>Report of:</b>	<b>Scott Marshall</b>		
<b>Contact Officer:</b>	<b>Name:</b>	<b>John Routledge</b>	<b>Tel: 29-1112</b>
	<b>E-mail:</b>	John.routledge@brighton-hove.gov.uk	
<b>Key Decision:</b>	<b>Yes</b>	<b>Forward Plan No. EEM2829</b>	
<b>Wards Affected:</b>	<b>All</b>		

### FOR GENERAL RELEASE

#### 1. SUMMARY AND POLICY CONTEXT:

*Approval and endorsement is sought for the Brighton & Hove Social Enterprise Strategy. This strategy aims to harness the energies of key individuals and organisations to encourage and support the development of trading with a social purpose. Implementation of the strategy will result in economic, social and environmental benefits for Brighton & Hove.*

#### 2. RECOMMENDATIONS:

- (1) That the council formally endorse and adopt the strategy for the contribution it can make to the economic, social and environmental life of Brighton & Hove.

#### 3. RELEVANT BACKGROUND INFORMATION/CHRONOLOGY OF KEY EVENTS:

- 3.1 The council commissioned Brighton & Hove Business Community Partnership (BCP) to produce a Social Enterprise Strategy for Brighton & Hove in 2007. Following a period of research and consultation BCP has now generated a draft strategy to share with the council. *A summary of the draft strategy appears below.*
- 3.2 A mapping survey in 2007 was completed by 67 local social enterprises. Key findings were that social benefit covers a broad range of activity and supports a wide range of beneficiary groups with a strong focus on education, community development, employment and training for disadvantaged groups. *Other findings include:*
- Social enterprises are likely to recruit staff or volunteers from disadvantaged groups and 66% offer work placements.
  - There was a high level of financial independence in the survey group, with 28% completely independent of grant support and a further 19% getting over 90% of their income from sales.

- Key support needs identified were: business planning, procurement, contracting, partnership development and social impact assessment.
- 3.3 During 2007/08, BCP convened a steering group to develop the strategy, drawn from council officers, academics, business community and social enterprises. The steering group has helped BCP shape and refine the strategy as it has evolved over the last year.
- 3.4 A report on the strategy was submitted to TMT on 25<sup>th</sup> June 2008.
- 3.5 The strategy has developed out of learning from the successful partnership project, *Routes to Social Enterprise*, delivered by BCP and the University of Brighton. This included input from key stakeholders and a steering group involving the Economic Partnership, Business Link, the city council, Care Co-ops, Academy Internet, Social Enterprise South East and BCP.
- 3.6 The council are leading a Brighton & Hove bid to join a European Union social enterprise network that will help forge international links across Europe and generate further support for local social enterprises, including new and developing groups.

### **3.7 Summary of the draft Social Enterprise Strategy**

The draft strategy identifies **Six Strategic Priorities**

- a) **Create knowledge of opportunity and understand impact:** To track the growth, impact and potential of social enterprise activity in the city.
- b) **Increase viability:** Training and skills for social enterprises.
- c) **Encourage co-operative thinking:** Brokerage of support to and from the social enterprise sector.
- d) **Inspire entrepreneurialism:** Celebration and promotion of brave and effective new ideas.
- e) **Improve Transparency:** Support for social enterprises to adopt legal forms, such as the Community Interest Company (CIC).
- f) **Maximise local economic impact:** To ensure that social enterprises can forge contacts and win contracts from public and private sectors.

The draft strategy proposes **Three Brighton & Hove Structures** to support the six strategic priorities above.

- **Social Enterprise Foundation.** The Foundation will oversee the Brighton & Hove social enterprise network, make recommendations for investment and support the attraction of funds to support social enterprise development into the city.
- **Social Enterprise Network.** The Network will develop cross-sector partnerships that fuel a citywide culture of social enterprise. Run as a social enterprise itself, the Network will generate profits to re-invest in further initiatives that show the positive impact of social enterprise.
- **Social Enterprise Centre.** Providing a physical base for the network,

training and desk facilities for start-up and developing social enterprises, the Centre is a long-term goal of the strategy.

#### **4. CONSULTATION**

- 4.1 Many one-to-one conversations have been held with key stakeholders to seek their views and keep them informed on the emerging strategy. This has included detailed discussion and feedback on proposals in the draft strategy. One aim of this activity was to encourage 'buy-in' to the strategy, both from partners and social enterprises themselves.
- 4.2 An interactive seminar on the strategy was held for council members (including Cabinet lead for social enterprise, Cllr Dee Simson) and senior officers at Kings House on 30<sup>th</sup> June 2008.

#### **5. FINANCIAL & OTHER IMPLICATIONS:**

##### 5.1 Financial Implications:

*The Voluntary Sector Unit within the Arts, International & Voluntary Sector Division of Cultural Services has a budget of £1.789m in 2008/09, though most of this is payment of the grants programme. The Strategy proposals will continue to require officer support time from within the division, and the continuation of grant payments to the social enterprises within the City. These costs are expected to be met within the budget of the division (Peter Francis, Accountant for Cultural Services and Strategy & Governance, 28/08/08).*

##### 5.2 Legal Implications:

*There are no immediate legal implications arising from this report but key issues on the horizon include the establishing of the Social Enterprise Foundation, the Network Organisation and the Social Enterprise Centre (Bob Bruce, Principal Solicitor 28/08/08)*

##### 5.3 Equalities Implications:

*A full Equalities Impact Assessment will be carried out on the delivery plan for this strategy once it has been approved by the council. This strategy has the potential to reduce inequalities across a range of economic, social and environmental activities. The strategy has the potential to bring benefits to all of the council's priority equality groups*

##### 5.4 Sustainability Implications:

*Environmental sustainability is a major driver for the start up and growth of social enterprises in Brighton & Hove. Implementation of the strategy will lead to a growth of sustainable consumption and production of goods and services and help build more sustainable communities across Brighton & Hove.*

5.5 Crime & Disorder Implications:

*None*

5.6 Risk and Opportunity Management Implications:

*There are risks attached to any enterprise activity. Social enterprise is vulnerable to the same pressures as small businesses, particularly in an economic downturn. As the strategy builds support available to social enterprises, these risks will be minimised.*

*Risks attached to not implementing a social enterprise strategy include the loss of opportunities to diversify the local economy, create jobs and access external funding.*

5.7 Corporate / Citywide Implications:

*Actions in the strategy can support a number of council priorities as outlined, for example, in the corporate plan and local area agreement. Key examples are:*

- *Protecting the environment while growing the economy, Better Use of public money, Reduce Inequality by increasing opportunity (Corporate Plan)*
- *Encouraging a thriving third sector, community engagement and volunteering (Local Area Agreement)*

**6. EVALUATION OF ANY ALTERNATIVE OPTION(S):**

*Alternative options for the strategy were considered and rejected during 2007/08.*

**7. REASONS FOR REPORT RECOMMENDATIONS**

*Recommendations in this report are seeking approval in order to achieve a range of positive outcomes for Brighton & Hove. Examples of the target outcomes are:*

- 25 start up social enterprises trained in business planning skills every year by 2013
- Graduate Certificate in Social Enterprise re-instated and 10 social enterprises per year achieve the qualification
- Refresh of mapping exercise 2013 shows decrease in need for business planning skills, procurement support, partnership planning and impact assessment due to effective training/support programmes implemented through strategy
- 500 organisations including 200 social enterprises, 50 community and voluntary sector organisations, 40 public sector departments and 210 businesses engaged in the social enterprise network by 2013
- Business community £100k pa in-kind support to social enterprise by 2013
- Increased profile for social enterprises and Brighton & Hove through success in awards schemes such as SEEDA Entrepreneur of the year, plus Brighton & Hove and Sussex Business Awards
- 800 annual work placements in social enterprises made available to boost employment and skills levels in the city by 2013
- Employment in Social Enterprise sector increased by 32% by 2013



- Five successful case studies of significant procurement relationships between local social enterprises and public bodies per year by 2013
- Impact assessment tool to facilitate social enterprise business planning by 2013

## **SUPPORTING DOCUMENTATION**

### 1. *The draft Social Enterprise Strategy*

#### **Documents In Members' Rooms**

*None*

#### **Background Documents**

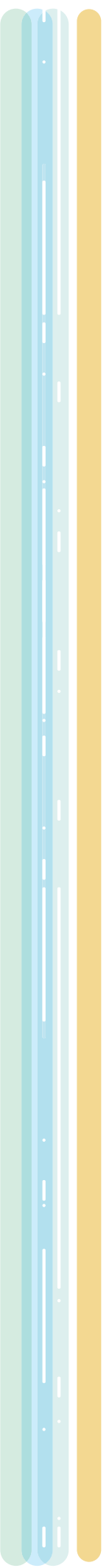
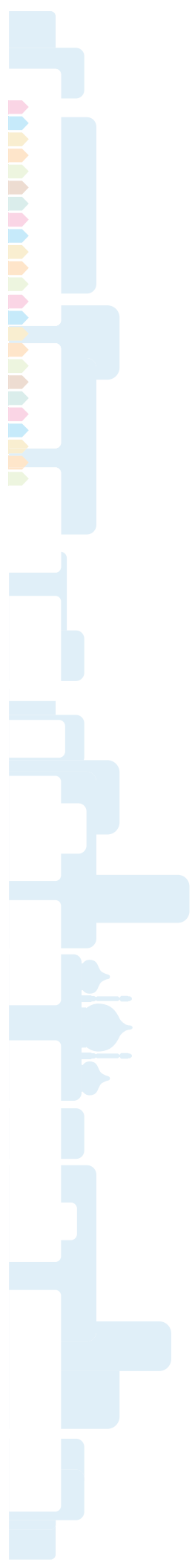
*None*





**Brighton and Hove Social Enterprise Strategy**  
Better for people, planet *and* profit

August 2008



# Brighton and Hove Social Enterprise Strategy | Better for people, planet *and* profit

Brighton and Hove Social Enterprise Strategy | commissioned by Brighton and Hove City Council  
Delivered by Brighton and Hove Business Community Partnership, 2008



## Credits:

Research, Feasibility Consultancy and Wiki Development | Oliver Maxwell  
Communications Consultancy, Concept and Design | Simon Bottrell at 7creative



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# Putting Brighton and Hove at the forefront of social enterprise in the UK

Brighton and Hove has a national reputation for creative thinking and groundbreaking initiatives. In October 2007 we were acknowledged as the UK's most sustainable city in Forum for the Future's Sustainable Cities Index, ranking top of the country's 20 largest cities according to three criteria – our 'environmental impact', 'quality of life' and 'future proofing'.

Social enterprise, with its ability to contribute to economic prosperity alongside broader social and environmental benefits, has a vital part to play in enhancing this reputation. A citywide strategy to support its growth would illustrate the City

Council's long term commitment to developing social enterprise – in line with a central Council corporate objective to protect the environment whilst growing the economy – putting Brighton and Hove at the forefront of social enterprise initiatives in the UK.

We already have a solid foundation of social enterprise on which to build, with 2007 research<sup>1</sup> suggesting that there are over 110 social enterprises in the city, with a collective turnover of about £21 million. They currently employ around 1,260 people and use over 3,000 volunteers a year. Around 33% of organisations in the city support employment or training for groups at risk of labour market disadvantage, and 52% employ a

staff member from these groups, whilst nearly 30% have a core environmental purpose.

These established social enterprises are already having an important impact which can be built upon and supported towards long-term viability – better for people, planet and profit.

With people from many walks of life now actively looking for practical ways to improve their social and environmental impact, the challenge would appear to be how to harness the energy around this wave of awareness. With a vehicle such as social enterprise, which so ideally fits these aspirations, all that may be needed is a considered sense of direction and focus: a strategy to realise the potential and build a lasting culture of social enterprise.

Social Enterprise: a route to sustainable economic prosperity whilst meeting social needs and protecting the environment. We can see enormous potential in this sector and believe that Brighton and Hove has an opportunity to create a groundbreaking model to inspire others, locally, nationally and internationally.

Brighton and Hove Social Enterprise  
Strategy Steering Group June 2008

## Executive Summary

# A strategy to create a lasting culture of social enterprise in our city

Social Enterprise is in ascendance at the start of the 21st century, attracting widespread interest and support whilst redefining the way that we think about business – with its positive impact on our communities, our fragile environment and significant contribution to the economy.

This document outlines a Social Enterprise Strategy for the City of Brighton and Hove, designed to increase the levels of support needed to create a larger and more robust community of social enterprises. This will both improve the quality of and access to existing support and enable new support needs to be identified and provided.

The central proposition is the formation of a facilitated membership network which brings together social enterprise, private, public, community and voluntary sectors. The network will promote co-operative thinking, a collaborative, mutually beneficial approach to working together, which will fuel a lasting culture of social enterprise.

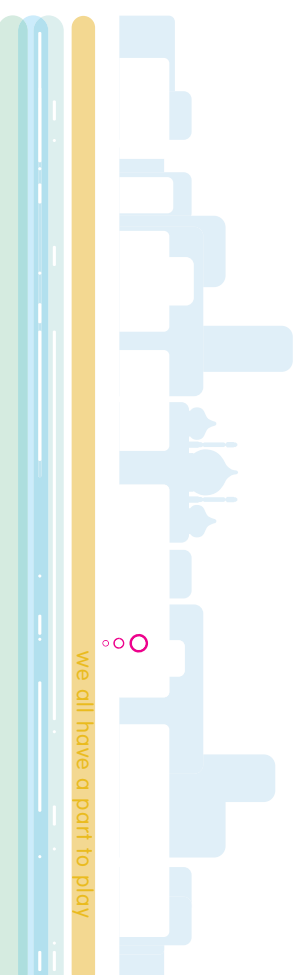
A social enterprise in its own right, staffed by trained partnership planners and guided by an independent Social Enterprise Steering Group, this Network Organisation would be at the heart of the strategy – which also includes the establishment of a Brighton & Hove Social Enterprise Centre to provide a focal point for the membership network along with training and business development facilities and incubation space to accommodate start up enterprises.

Initial studies show that over a 5 year period in-kind investment could be provided to the city with a value in excess of £3.2 million, whilst Network membership can generate an annual cash surplus to support innovative social entrepreneurial projects.

Whilst these short term objectives form the basis of a business plan, longer term cross-sector commitment over subsequent years, and indeed decades, will fuel the growth of a lasting culture of social enterprise – better for people, planet and profit.

The impacts of this strategy and emerging culture will benefit everyone in Brighton and Hove, and directly contribute to other strategic initiatives citywide.

We hope you can find a way to contribute into the future.



# Social Enterprise: a next generation business model Better for people, planet and profit

**Social enterprises are driven by a desire to change society for the better, using the strength of sustainable business to meet social need and regenerate communities whilst considering environmental impact – creating a positive legacy for future generations.**

Common forms of social enterprise include credit unions, community co-ops, housing associations, and development trusts. Their scale can range from multi-million pound service providers to small community businesses – but all are united by an aim to benefit society through trading.

Social Enterprises work in many areas, with nationally renowned examples including Jamie Oliver's Fifteen restaurants, the Big Issue magazine, the Eden Project, the Co-operative Bank, Divine Chocolate and Cafédirect. Smaller local examples include Brighton and Hove Wood Recycling Project, PR company Green Rocket and Care Co-ops.

25 Rather than being established solely to maximise shareholder value, social enterprises work to a 'double' and sometimes 'triple bottom line'. So their success must be measured not just in terms of financial profitability and market efficiency, but also in terms of their social and environmental impact – people, planet and profit.

## The bigger picture: increasing momentum

Nationally, interest in social enterprise and its impact is increasing and it contributes to the vision<sup>1</sup> of a fairer, more just society favoured by both Government and the Opposition Parties:

- by meeting social needs, using business success to address social or environmental challenges such as regeneration and climate change
- by encouraging ethical markets, raising the bar for corporate responsibility
- by improving public services, by shaping service design, pioneering new approaches and delivering services
- by improving levels of enterprise, showing that ethical commitment and business success can be combined.

In the South East, SEEDA<sup>2</sup> sees social enterprise as being key to the future of sustainable development. The region has prioritised the growth, support and improved visibility of the Social Enterprise sector, providing a strong context for Brighton and Hove to stand out.



1. Social Enterprise Action Plan – Scaling new heights. The Office of the Third Sector, 2006  
2. Social Enterprise – an enabling framework for the South East. SEEDA, 2005



## Closer to home: contributing to the long-term, sustainable economic prosperity of our city

In Brighton and Hove, social enterprise has the potential to hit many of the city's economic, social and environmental targets for future development including increasing entrepreneurship and resource efficiency, creating jobs (especially for those who are at risk of labour market disadvantage), promoting health and wellbeing, strengthening communities, and improving inclusivity.<sup>3</sup>

With a more considerate approach to doing business, key environmental impacts can include cutting energy use, reducing water consumption, an increase in local and responsible purchasing, better waste management and improved green spaces.

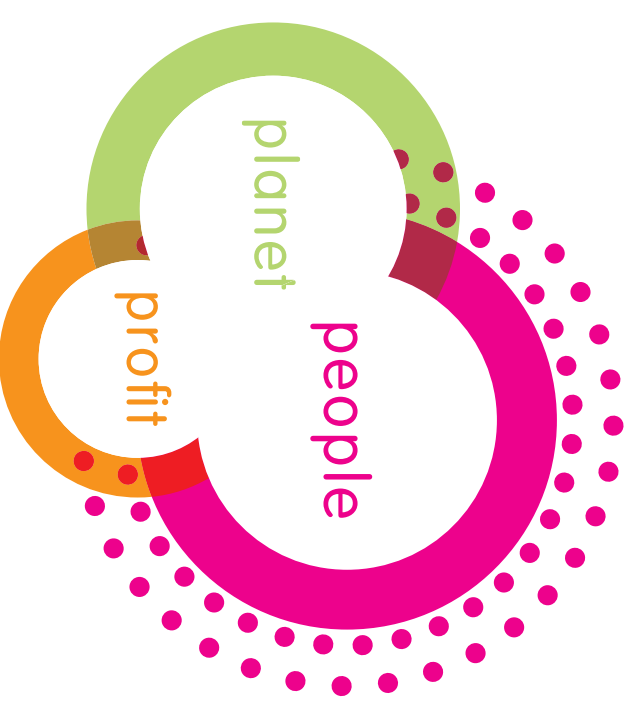
## 27 Catching the wave of awareness

There is massive potential for social enterprise in the current climate, with a marked increase of public awareness in social, environmental and ethical issues, echoed by an upturn in central government, local authority and private business initiatives that are in tune with public demand.

Effective social enterprises are an ideal vehicle through which to channel this collective sense of social responsibility.

A truly innovative and accessible strategy can capture the energy around this wave of social awareness, harnessing it into supportive social enterprise activity by focussing the skills and energy of private sector business owners and their staff, public sector organisations and community and voluntary groups around shared social goals.

Finally – whilst a localised social enterprise strategy is both more manageable and locally accountable in terms of its impacts – there is much to be gained from sharing the knowledge gained from such an innovative initiative and learning from others, both nationally and internationally. National networks already exist around service areas such as health and care, and public leaders behind a similar scheme in Denmark have shown great interest in the Brighton and Hove Social Enterprise Strategy – illustrating that the principles of social enterprise have a global context in the 21st century.



Recent government data suggests that there are more than 55,000 social enterprises in the UK with a combined turnover of £27bn. Social enterprises account for 5% of all businesses with employees, and contribute £8.4 billion per year to the UK economy.

Source: Social Enterprise Coalition  
[www.socialenterprise.org.uk](http://www.socialenterprise.org.uk)



# What are the specific characteristics, needs and challenges facing social enterprises?

Trading for a clear social or environmental purpose, social enterprises are unique in that they combine the characteristics of private sector efficiency and public/third sector ethos. These core characteristics help define the strength of the business model, but it is also important to understand the needs of social enterprises that set them apart from more conventional business.

A 2007 social enterprise mapping exercise in Brighton and Hove (involving 67 organisations) provided detailed data highlighting that key support needs were:

- procurement and contracting (51%)
- partnership development (44%)
- social impact assessment (43%)

28 Some individual responses from this research (shown right) indicate that social enterprise development needs are a mix of:

- (i) **conventional business support to increase commercial viability**
- (ii) **mentoring, guidance and connections to ensure that they authentically fulfil their legal obligations in a social context** – i.e. in relation to accountability, accessibility, diversity etc – and are transparent about these behaviours to encourage a greater understanding of Social Enterprise.

So, whilst social enterprises face all of the normal challenges of business survival and commercial growth in a competitive marketplace, they also need to overcome hurdles related to their ethical commitments – crucial to them being perceived as both viable and authentic. A strategy to create more robust social enterprises must accommodate both strands of support, with a view to increasing the number of more effective social enterprises in Brighton and Hove – in turn generating an increase in economic, social and environmental impacts.

“ We need support in the fundamentals of running a non-profit social enterprise, which involve basic issues such as affordable premises. ”

“ We would need one to one support, mentoring and appropriate training on the transition from charity to trading and managing the double bottom line. ”

“ With the predicted increase in interest for social enterprises and subsequent growth - we need support for managing change and advice on how Social Enterprises can grow without over stretching themselves. ”

“ It is often difficult to make the connection needed to form (these) important networks and partnerships. ”

“ We would benefit from an experienced social enterprise mentor to help us develop and deliver our Business Plan. ”

“ I would like to know the most effective way to lobby local and national government to change their procurement practices to favour Social Enterprises ”

“ We need legal, financial, employment and marketing / public relations support. ”

Source: Social Enterprise in Brighton and Hove – A profile of the sector with implications for future support and development. BCP 2007

# better business + authentic values = greater impact

29

“ We should be getting less hung up on the semantics and focus more on ensuring that social enterprises are creating real social value ”

Nigel Kershaw, Big Issue Invest



Source: Director Magazine, June 2008  
[www.director.co.uk](http://www.director.co.uk)

“ We know that social enterprises deliver services that add value by bringing about social and environmental outcomes. We want to facilitate new opportunities for social enterprises to contract with local authorities and bring added benefits to their local community. ”

Sabina Khan, Director of Research,  
Social Enterprise London

[social enterprise london](http://www.sel.org.uk)

Source: [www.sel.org.uk](http://www.sel.org.uk)

# So what makes an effective social enterprise?

Research by Brighton and Hove Business Community Partnership has identified six characteristics of an effective social enterprise – benchmarks against which it can measure its positive impacts in relation to people, planet and profit.

These form the basis of six central areas of focus which link through to the

Strategic Priorities outlined on page 14.

30

They also help identify the qualities which attract and inspire supportive activity from other sectors, and can act as the cornerstones of understanding for audiences new to the concept of social enterprise.

1 | Community interest

An authentic social enterprise has a clear social or environmental purpose

2 | Trading

A viable social enterprise draws income from trading

3 | Co-operative thinking

A smart social enterprise works in partnership with others

4 | Entrepreneurial

A dynamic social enterprise is enterprise-orientated

5 | Profits re-invested

A transparent social enterprise re-invests its profits to meet its social objectives

6 | Local

An accountable social enterprise works locally, contributing to the local economy and its impacts can be measured within its own community

eg: Sussex Emmaus



Sussex Emmaus offers a self-supporting residential community with the aim of helping homeless people to help themselves. 40 formerly homeless men and women live and work in the community. Trading activity centres on the collection and sale of good quality second hand goods, a café and a garden centre. All Emmaus' services fully involve the residents, raising skills and confidence to support their integration with the broader community. [www.emmausbrighton.co.uk](http://www.emmausbrighton.co.uk)

eg: Green Rocket



Green Rocket C.I.C. was set up to help businesses with an authentic green focus to prosper and grow. The venture operates as a professional agency with a standard fee structure for larger businesses and discounted day rates and special packages for small companies, social enterprises and charities. After its first year Green Rocket has generated enough profit to commit to funding two environmental projects: the Green Pages and Future Business. [www.greenrocketgroup.com](http://www.greenrocketgroup.com)

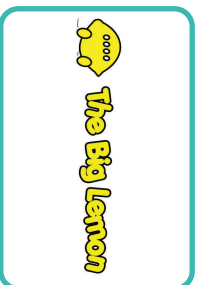
eg: Nourish



Nourish C.I.C. provides training and volunteering for people with mental health problems. It runs a community farm, a café and provides outside catering services. Nourish has benefited from over 14 different in-kind partnerships, including volunteer teams from businesses to work on the farm, accountants and marketing experts helping with business plans and suppliers offering free training and publicity. [www.nourishcic.co.uk](http://www.nourishcic.co.uk)

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eg: The Big Lemon



Social Entrepreneur Tom Druitt set up the Big Lemon C.I.C. to offer fast, cheap, friendly bus services where they are needed by the community. The company works with local communities to meet their transport needs and help reduce car use and environmental impact. Adopting new ideas to attract the engagement of a loyal customer base the Big Lemon runs a members' club, blog, a facebook group and runs regular events and parties. [www.thebiglemon.com](http://www.thebiglemon.com)

eg: Wood Recycling Project



Recently celebrating its 10th anniversary the Wood Recycling Project diverts wood from landfill by collecting wood waste from building projects, sorting and selling it at the Wood Store. The company is fully self-financing and all profits are re-invested to meet their objectives, or offered as grants or loans for new environmental projects. [www.woodrecycling.org.uk](http://www.woodrecycling.org.uk)

eg: Business Community Partnership



The Business Community Partnership specialises in linking local charities and social enterprises with private sector companies for mutually rewarding and useful co-operative projects. The organisation supports local business development and capacity building in the city's vibrant voluntary and community sector, runs projects to influence changes in procurement practices and has generated over £3 Million of in-kind business investment to the community in Brighton and Hove. [www.bhbcpp.org.uk](http://www.bhbcpp.org.uk)



# Capturing the city's spirit of creativity, innovation and co-operative thinking

Bringing these factors together is the aim of this strategy, unlocking the resource potential that exists citywide, and finding ways to make it work more effectively to support both the quality, growth and increased number of social enterprises in Brighton and Hove. The strategy's success depends on the accessibility of its offer and recommendations to innovators and entrepreneurs; whether they sit in homes or work-places.

Above all, this is a strategy for innovation – its long term impact will be decided by how it stimulates and fosters future innovations.

23 Many social enterprises lack an easy route to the business world or may need to build both confidence and contacts in this environment. Businesses and public sector employees often have exactly the same apprehensions about working with the third sector. Facilitating fruitful relationships between these organisations is key to a lasting culture of social enterprise.

## Co-operative thinking is the key to success

Establishing these relationships means not only working with social enterprises, but also working to ensure the participation and engagement of the other stakeholder sectors. For all these parties clarifying the collective challenge is critical: understanding the benefits of riding the wave of social awareness, who to approach and how individuals with specific needs can approach one another as potential partners. Identifying mutual needs, seeking to exploit opportunities together and achieving mutual benefit will require an open and collaborative approach – co-operative thinking.

Co-operative thinking runs through this strategy as a way of energising the city's social enterprise culture. This unique characteristic, facilitated citywide to kickstart a framework of supportive activity, offers the opportunity to put Brighton and Hove at the forefront of social enterprise support in the UK.



“ One of the biggest benefits of social enterprises is that they challenge the market to come up with environmentally or socially friendly alternatives. As traditional businesses increase their social involvement, that encourages social enterprises to raise the bar even higher. “The continuing development of social enterprise will be a battle between big business and entrepreneurs... If big business invests in research and development for this, it will benefit society and the environment enormously. ”

Reed Paget, Founder and Managing Director of social enterprise Belu Water



Source: Director Magazine, June 2008  
[www.director.co.uk](http://www.director.co.uk)

“ Working in partnership is the nature of our organisation. It not only promotes the good work we do but also builds beneficial relationships. The success of our organisation can, in no small part, be attributed to our partners, whether it is offering direct support or merely just talking about our organisation in the wider network circles of their peers. Who can buy that kind of publicity? ”

Charlie Turner, Chief Executive, Nourish

# Brighton and Hove Social Enterprise Strategy



Social Enterprises, by ethos, have the potential to help tackle the social and environmental challenges we see around us. Many mainstream businesses are now actively engaging with some of these issues but by considering these impacts as part of their core business, social enterprise is unique. As a society we have an opportunity to be a part of improving these impacts by developing their capacity.

Our vision is that everyone in Brighton and Hove can contribute to the goal of a lasting culture of social enterprise – whether you are an individual or community with an entrepreneurial idea or an organisation that wants to support social enterprise.

- Local expertise and problem solving can generate social enterprise activity that meets the specific needs of neighbourhoods and communities of interest. This thinking can also result in activity which tackles national or global issues.

People across the spectrum from socially-minded private sector businesses, to public sector organisations, entrepreneurial charities and community and voluntary groups, can help solve the social or environmental problems around them through the vehicle of social enterprise.

A city where connections between social entrepreneurs and the people who can bring local expertise and support to their growth is a city that has begun to create a lasting culture of social enterprise, fuelled from within the community.

The core focus of the strategy is to create a network environment within which these connections are made and sustained in order to support the increased growth and subsequent impacts of social enterprise in Brighton and Hove.

**Strategic Vision:**

A citywide culture which supports the growth of social enterprise – better for people, planet and profit



# Strategic Priorities:

The six strategic priorities of this strategy are linked directly to the six characteristics which identify effective social enterprise. Strengthening performance in each of these areas is central to improving the impact of social enterprises whilst creating a lasting citywide culture around them.

## Strategic Priority 1

### Understand impact and opportunities

Improve understanding of social enterprise and its impact on people, planet and profit. Improve the quality of research to identify start up opportunities and measure triple bottom line impacts.

## Strategic Priority 2

### Increase viability

Improve access to training and skills development to build the capacity of existing and start-up social enterprises. These include business skills training, peer support, skills development, better information on funding and finance, and support on public service contracting.

## Strategic Priority 3

### Encourage co-operative thinking

Introduce more considered partnership planning and networking opportunities to increase the number of effective, need-driven partnerships between social enterprises and private/public sector organisations.

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## Strategic Priority 4

Inspire  
entrepreneurial  
innovation

Celebrate local achievements and inspire a new generation of social entrepreneurs through awards schemes, education programmes and media exposure.

Promote Brighton and Hove's social enterprise growth, share learning and inspire other cities.

## Strategic Priority 5

Improve  
transparency

Support the adoption of credible business structures, including appropriate, transparent legal and management structures for social enterprises to verify accountability to their social purpose and business ethos.

Increase the availability and training of trustees and directors from diverse backgrounds.

## Strategic Priority 6

Maximise local  
economic impact

Increase local opportunities for procurement contracts and partnerships.

Co-ordinate activity with other strategies at local, national and international levels.

35

# Brighton and Hove Social Enterprise Strategy

## Strategic Goal:

To improve the social, economic and environmental impact of social enterprises, by creating a cross-sector network of support

36

The Brighton and Hove Social Enterprise Strategy will be delivered through a facilitated Social Enterprise Network, supported by a Steering Group and ultimately the development of a Social Enterprise Centre.

Together they can fulfil complimentary roles to enable all agencies and partners to deliver the support that social enterprises need to grow, within a framework established by the six Strategic Priorities.

## The strategy in practice

### BRIGHTON AND HOVE SOCIAL ENTERPRISE NETWORK

The role of the Network is central to the delivery of the strategy. It will encourage co-operative thinking and facilitate the lasting cross-sector partnerships that will fuel a citywide culture of social enterprise, ensuring needs are met on both sides.

The Network will run within a sustainable social enterprise with Network Facilitators who are responsible for recruiting members from all sectors and helping to build supportive relationships. They will also work closely with social enterprises to strengthen performance within the area of each Strategic Priority.

## BRIGHTON AND HOVE SOCIAL ENTERPRISE STEERING GROUP

The Steering Group's key role is to oversee the implementation of the strategy and ensure that all elements of strategic activity are meeting appropriate social, environmental and economic targets.

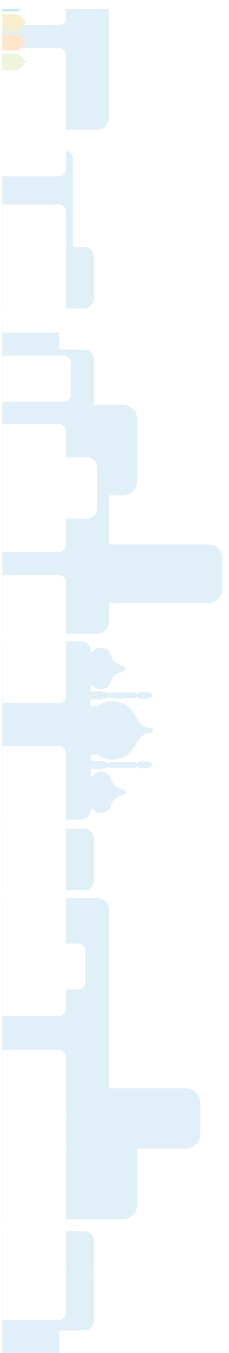
It will support the development of the city's social enterprise network and the culture that grows around it. The Steering Group will co-ordinate with other strategies, promote the network's achievements and share learning with other cities.

The Steering Group will be made up of representatives from local social enterprises and a variety of Network members from all sectors.

## BRIGHTON AND HOVE SOCIAL ENTERPRISE CENTRE

The Centre provides a focal point for the membership network, and a base from which to host networking events.

It will provide an environment for support agencies to provide training and business development for social enterprises of all sizes, and incubation space to accommodate start-ups.



Understand impact and opportunities

Increase viability

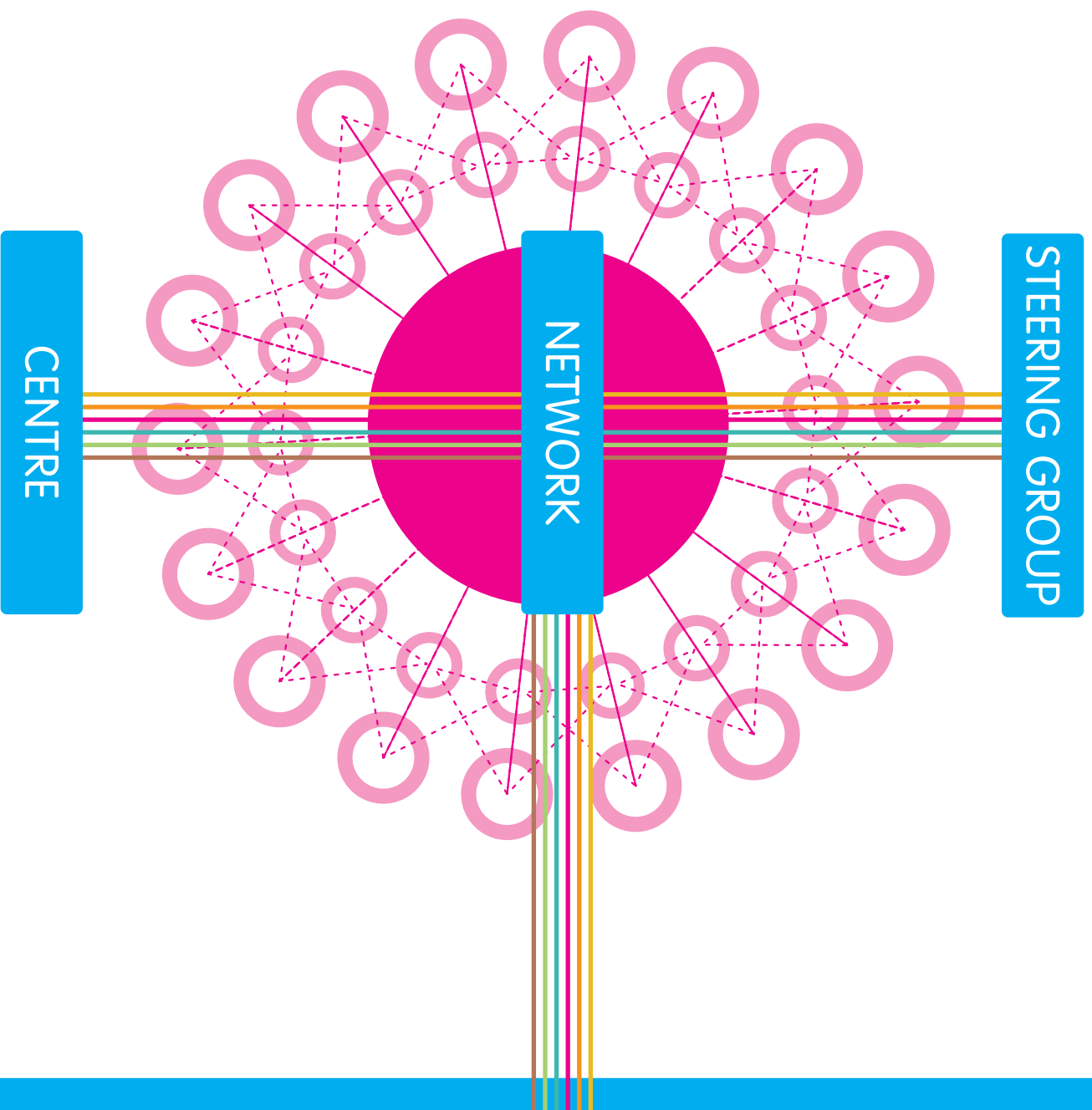
Encourage co-operative thinking

Inspire entrepreneurial innovation

Improve transparency

Maximise local economic impact

38



# Sunita's story

A fictional case study to show how co-operative thinking can bring Network Members together within a culture of social enterprise

Sunita runs a Post Office in East Brighton which is scheduled for closure. Local residents are upset and Sunita knows she can do something about it if she's given the chance. She'd like to run her Post Office as a social enterprise, but needs support to transform the business. Angus puts Sunita in touch with a communications consultant who lives just around the corner who helps develop a campaign plan to save the Post office and get the support of the city council. Angus also introduces her to Business Link (who help her develop her business plan) and other local community groups.



Tom, Dick and Harriet

- Simon's staff, who are keen to get involved and work on something new together

## 1. Angus

Network Facilitator

- encourages co-operative thinking and builds supportive relationships around Sunita's social enterprise idea
- ensures that partners supporting Sunita have a tangible benefit from the relationship

## 2. Sunita

A start-up social entrepreneur with an idea that needs support, she called Angus for advice

## 3. Francis

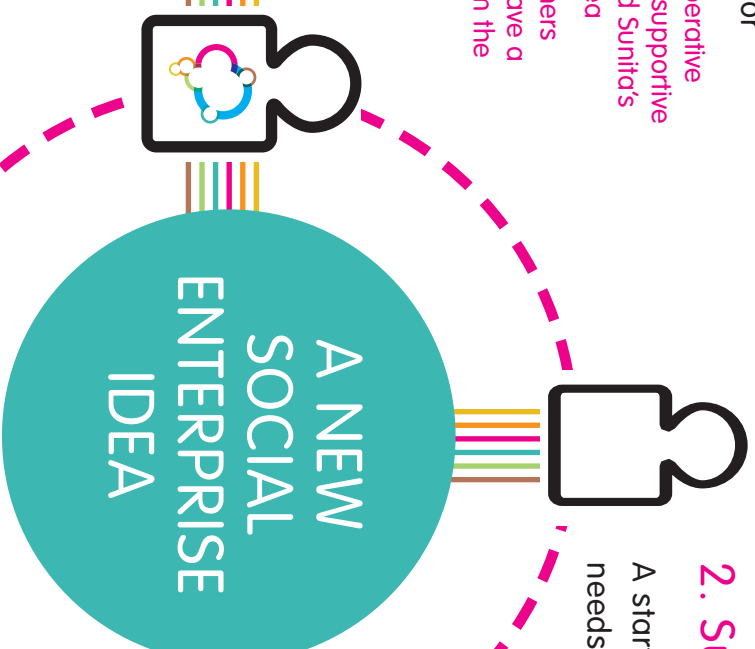
Business Development Adviser from Business Link and a member of the Social Enterprise Steering Group

- offers business development advice to build a more robust, sustainable business

## 5. Simon

Director of a local communications consultancy

- keen to support a socially relevant project, knowing it will also be good for staff morale and company profile as well as benefiting the community he lives in



## 4. Gail

Representative from a local community group

- keen to promote Sunita's idea, knowing how mutual endorsement of each others' work will encourage local support and strengthen a sense of community

# What the strategy can deliver:

A vision of what can be delivered under each Strategic Priority, offering potential partners an insight into where they might engage and outlining just some of the anticipated outcomes of the strategy:

## Strategic Priority 1

Understand impact and opportunities

A regular research exercise to track the growth, current impact and potential of social enterprises and social enterprise activity in the city. Co-operation with research institutions and an increasing number of major stakeholders will increasingly align existing and start up social enterprise activity with gaps in social provision in the city.

### Potential partners

University of Brighton, Community and Voluntary Sector Forum (CVSF), Business Community Partnership (BCP), Environmental Protection UK, Economic Partnership, Ecosys Environmental Consultants

### Indicators of achievement

- 150 social enterprises identified within Brighton and Hove mapping database (increase of 82)
- 20 social enterprises undertaking environmental audits on an annual basis

## Strategic Priority 2

Increase viability

A range of training and skills development options for social enterprises will be delivered across multiple support agencies. Support will be sensitive to the varying needs of organisations approaching social enterprise from the public, private and voluntary sectors – emphasising both business planning and partnership planning so that new and existing organisations can easily approach viability from different directions.

### Potential partners

Business Link, ProfitNet, Working Together Project, BCP, Chamber of Commerce, Black and Minority Ethnic Communities Partnership, Economic Partnership, Impetus

### Indicators of achievement

- 25 start up social enterprises trained in business planning skills every year by 2014
- 20 social enterprises per year engaged in ProfitNet programme
- Refresh of mapping exercise 2014 shows 25% decrease in need for business planning skills, procurement support, partnership planning and impact assessment due to effective training/support programmes implemented through strategy

## Strategic Priority 3

Encourage co-operative thinking

A Social Enterprise Network will offer brokerage of support to and from the social enterprise sector, training in partnership planning, more cross-sector networking opportunities and a structure for generating new markets and promoting cooperative success

### Potential partners

BCP, ProfitNet, Chamber of Commerce, Brighton and Hove City Council, CVSF, Sussex Wildlife Trust

### Indicators of achievement

- 500 organisations including 200 social enterprises, 50 community and voluntary sector organisations, 40 public sector departments and 210 businesses engaged in the social enterprise network by 2014
- Business community invests £100,000 in-kind support to social enterprise per year by 2014

## Strategic Priority 4

### Inspire entrepreneurial innovation

4 An increased number of local social enterprises will be winning national and regional award schemes. New, local schemes will be introduced to celebrate and promote brave and effective new ideas. Regional, national and international networks will generate new thinking and applications locally

#### Potential partners

Economic Partnership, Brighton and Hove Business Awards, Sussex Business Awards, Social Enterprise South East, Education Business Partnership, Children and Young People's Trust

#### Indicators of achievement

Increased profile for social enterprises and Brighton and Hove through success in prestigious awards schemes such as SEEDA's Entrepreneur of the year.

Increased number of social entrepreneurs involved in school enterprise programmes

## Strategic Priority 5

### Improve transparency

More social enterprises will adopt appropriate legal forms, such as the Community Interest Company (CIC). More trustees and directors will be engaged from public and private sectors. More service users and beneficiaries will participate in social enterprise management boards and decision-making

#### Potential partners

Impetus, Business Link, BCP

#### Indicators of achievement

25% of social enterprises completing mapping exercise indicate compliance with quality assurance mechanisms in governance and service user representation

## Strategic Priority 6

### Maximise local economic impact

Public sector officers will be better informed as to the benefits and potential of procuring services from social enterprises. An increased number of social enterprises will be in a position to forge new contacts and win contracts from both public and private sector. Social enterprise will be represented in more public and private sector strategies. This will result in more money staying locally, enhancing the city's economy. Cross sector partnerships will leverage income from national and international streams into the city

#### Potential partners

Brighton and Hove City Council, Primary Care Trust, Universities, BCP, Environmental Protection UK, CVSF, Impetus, Working Together Project

#### Indicators of achievement

800 annual work placements in social enterprises made available to boost employment and skills levels in the city by 2014

Employment in Social Enterprise sector increased by 32% by 2014

5 successful case studies of significant procurement relationships between local social enterprises and public bodies per year by 2014



# Sunita's story: 5 years on

## Conclusion to fictional case study

Sunita's Post Office, now a well established and profitable social enterprise, is a great success. It meets the needs of local residents and business which would have been greatly missed if she had not saved it from closure.

Local residents now see it as more of a community hub, as Sunita has worked with Simon and Gail to create a popular café meeting place, using local produce and now pays staff to run it full time with volunteer support, aided by the city council.

Francis at Business Link frequently refers to the business as a great success story for social enterprise, and has nominated Sunita for a national award.



Tom, Dick and Harriet

- Simon's staff have really enjoyed the experience, they have learnt new skills and remain happy in their jobs

## 1. Angus

Network Facilitator

- less directly involved as time passes, as Sunita grows in confidence and manages her own business partnerships
- pleased to see the business scores well in all 6 areas of development, year on year



## 2. Sunita

Classifying herself as a 'successful social entrepreneur' she has now become a Network ambassador, spreading the word about how working with Angus and partners has benefited her business, and encouraging others to become social entrepreneurs



## 3. Francis

Business Development Adviser from Business Link and a member of the Social Enterprise Steering Group



- offers ongoing business development advice to further strengthen the business and support new ideas

## 5. Simon

Director of a local communications consultancy

- still involved in supporting Sunita and now promotes local creative talent through an exhibition space in the café



## 4. Gail

Representative from a local community group

- now works part time in the Post Office Café, and has local volunteer support and a great platform to promote local community activity





# Next steps

- Secure Council approval for the strategy **September 2008**
- Present strategy to Local Strategic Partnership **December 2008**
- Complete process of joining European Urban Network of Social Enterprise **October 2008**
- Recruit members to Steering Group **February 2009**
- Confirm lead partners within action plan **April 2009**
- Costed and timetabled actions and targets to implement the strategy **June 2009**
- Regular reviews on progress and development of new activity within the action plan

## Action Plan

A defining characteristic of this strategy is that it needs to energise the involvement of many different partners across varied sectors in the city. The challenge now is to finalise an action plan which will carry through implementation of the strategy. This will need to input from key support organisations, strategic bodies and social entrepreneurs themselves in driving delivery and developing new initiatives to achieve advances in the strategic priority areas. A priority of the action plan will be to undertake a thorough Equalities Impact Assessment to ensure that it fully engages with and maximises benefits to excluded and minority groups and neighbourhoods.

## Funding opportunities

BCP is also currently working with regional partners, consulting with the other third sector organisations and building a social enterprise network to develop funding proposals that can support social enterprise activity in the city. When successful this funding bid will be used to drive forward the implementation of the strategy.

## European network membership

Brighton and Hove is applying to be the only UK partner of a new European 'Urban Network of Social Enterprises'. Should this be successful, it will contribute significantly to involving the necessary partners in the implementation of the Brighton and Hove Social Enterprise Strategy. A key requirement for the European Network is the development of a local steering group. In the initial stages this group can fulfil the role of the Steering Group for the Brighton and Hove Social Enterprise Strategy, and oversee the delivery and further development of the action plan. At an exploratory information meeting in August 2008, there was great enthusiasm for this project from a diverse range of social enterprises and other third sector partners.



# Background

This strategy grew out of Routes to Social Enterprise, a collaboration between the Business Community Partnership and the University of Brighton which began in 2005. This included a research exercise in 2007, which pointed to the potential impact of the sector on the city. As a result, this strategy was commissioned by Brighton and Hove City Council.

Maintaining an open engagement with a broad range of stakeholders was critical from the start, so a steering group was formed with representatives from public, private and third sector bodies. Members of this group have endorsed the approach to date and provided input to the background and feasibility studies that will support its delivery.

The research and stakeholders consulted so far are therefore only a beginning. New ideas and initiatives are also invited to find a route to viability through this strategy and to create learning links with other social enterprise initiatives, both national and internationally.

**44** Part of the development of the strategy involved a wiki workspace which hosts all the information and background on the strategy and outlines strategic priorities in detail. A strategic summary document and invitation to contribute was circulated to openly promote the wiki to stakeholders citywide as part of the consultation process. The wiki has been used to gather opinions and perspectives which are posted online and encourage conversations around strategic thinking to date.

Visit [www.socialenterprisestrategy.wetpaint.com](http://www.socialenterprisestrategy.wetpaint.com)

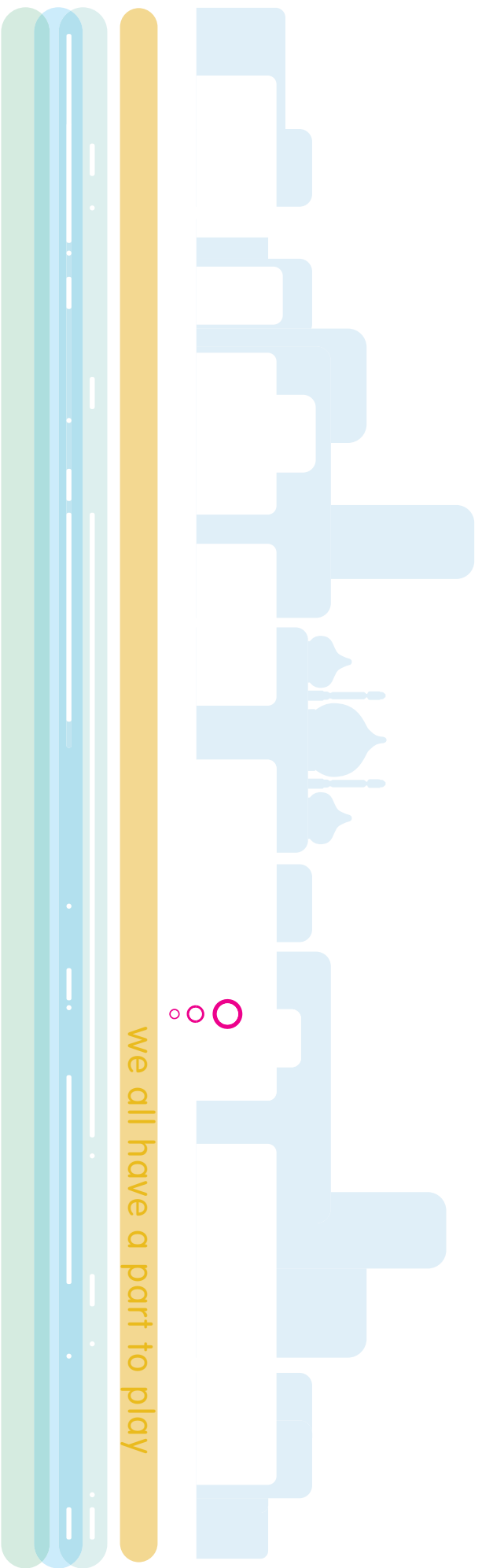
For more information on the research and development of this strategy please contact Thea Allison at the Business Community Partnership on 01273 770075 or email [thea.allison@bhbc.org.uk](mailto:thea.allison@bhbc.org.uk)

## Steering Group Members

Dave Ahlquist	SE2 Partnership
Thea Allison	Business Community Partnership
Adam Bates	Brighton and Hove City Council
Eleanor Bell	Economic Partnership
Jan Jackson	Business Link
John Routledge	Brighton and Hove City Council
Phil Thompson	Business Link
Andrew Toal	University of Brighton
Charlie Turner	Care Co-ops



Brighton and Hove Social Enterprise Strategy  
Better for people, planet *and* profit



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