Nurturing the connections that benefit our communities

Hello!

Please find enclosed an information pack on a new network of Social Enterprises in North Lanarkshire.

The new network called "North Lanarkshire Social Enterprise Network" or NLSEN for short hopes to play a vital role in supporting new, established, or aspiring Social Enterprises in North Lanarkshire to grow and develop but to do this, we need to ensure the enclosed information is circulated as widely as possible to attract new members to join.

All details on NLSEN are enclosed and includes a "New Members" form which interested parties should complete and return using the email address on the form.

If you require any further info on NLSEN, please get in contact with us via this email collette.donald@thehealthandwellnesshub.org.uk

North Lanarkshire Social Enterprise Network (NLSEN)
Terms of Reference

Background

In 2018, The Scottish Government commissioned the Social Enterprise Academy to conduct research identifying how Community Learning and Development (CLD) practitioners could grow their understanding of issues associated with developing an entrepreneurially minded skillset compatible with the recently established 10-year Social Enterprise Strategy.

The research included a survey which asked questions about skills gaps, knowledge gaps and the needs of communities they are working with. The survey was facilitated by the national bodies supporting CLD practitioners and those with a role in supporting communities in their social enterprise activity.

Research also showed that the underpinning competences possessed by CLD staff could support engagement with a social enterprise agenda within communities, given appropriate support to develop a more entrepreneurial approach to practice.

The research highlighted that if the policy agenda is changing to include more work with communities to support the social enterprise agenda, then there needs to be a 'route map' indicating where the Scottish Government expects CLD to progress to.

Most survey respondents were unaware that the Social Enterprise Strategy and Action Plan had relevance for them. The survey also showed that there is potential to grow understanding that entrepreneurial thinking can clearly generate community solutions.

As a result, it was recommended that a learning and development programme would create opportunities for the Social Enterprise Academy, Development Trusts Association Scotland, the Scottish Community Alliance and other community-based parties (social enterprises, constituted vol groups, charities) and local Social Enterprise Networks to collaborate and support the CLD sector and the communities they support. In North Lanarkshire, the learning and development programme run over a 1-year period and was completed in December 2018.

Purpose of North Lanarkshire Social Enterprise Network (NLSEN)

After completion of the learning and development programme in North Lanarkshire, participants identified the need to establish a Social Enterprise Network in North Lanarkshire. A Development planning session was held on 1st February 2019, which used the Social Enterprise Scotland definition of Social Enterprise as the main driver:

"Social enterprises are businesses with social or environmental purposes and whose profits are re-invested into fulfilling their mission. They empower communities, tackle social problems and create jobs - particularly for people who are at a disadvantage in the standard jobs market."

Participants then identified local issues that a North Lanarkshire network could address. Outlined below:

- There is a need to challenge outdated 'top down' ways of thinking, engaging and addressing social, economic and environmental problems which stifle enterprising approaches.
- There is a lack of knowledge about Social Enterprise and enterprising mindsets.
- There are gaps in support locally for established, new or aspiring Social Enterprises who deliver enterprising community activity.
- There is a need to share with, support, collaborate and partnership work with Social Enterprises as they have local intelligence that statutory sector does not always have but there are gaps in linking support/activities together to avoid duplication.

Thereafter, a steering group was established to work on aligning the Networks aspirations with the aims and aspirations of the North Lanarkshire Social Enterprise Framework (NLSEF) group, which includes North Lanarkshire Council, Lanarkshire Enterprise Services and Social Enterprise Network Scotland to…………………… *"Support a competitive and dynamic Social Enterprise (SE) sector in North Lanarkshire responsive to local needs, maximising local public and private procurement opportunities"*. The Steering group concluded that there are clear shared aims and aspirations of both NLSEN and NLSEF and that NLSEF recognise that social enterprise is a well-known, understood and a respected sector delivering valued services within North Lanarkshire and that opportunities are developed in partnership with NLSEN and the wider social enterprise sector.

From these developments, the steering group set out the NLSEN Vision, aims/objectives and outcomes. Outlined below.

North Lanarkshire Social Enterprise Network (NLSEN) Vision Statement

At North Lanarkshire Social Enterprise Network (NL SEN) we believe that by being connected, we can improve lives for a just and equitable Community where every person has access to what they need to thrive.

Key Aims

- Fill gaps in services to meet local need.
- Raise awareness of what Social Enterprise is and promote the Social Enterprise Code
- Provide support for small scale initiatives.
- Encourage collaboration and in line with The North Lanarkshire Social Enterprise Framework 2021 – 2026.
- Increase access to information and support to established, new or aspiring Social Enterprises who deliver enterprising community activity.

Key Outcomes

- New activities and actions will be stimulated.
- The Social Enterprise community will make a higher contribution to economic development and address social, economic and environmental problems in North Lanarkshire.
- The level of awareness of Social Enterprise in North Lanarkshire will increase and is understood and respected in line with the NL Social Enterprise Framework 2021-26
- Behaviours and values will become more enterprising.
- The status quo of top-down approaches in the statutory sector will be challenged to adopt more enterprising behaviours and values.
- Meaningful engagement and support for Social Enterprises will be increased.

Membership

Membership will be open to any organisation or group who is an established, new or aspiring Social Enterprise who can adopt the values and behaviours as listed in the Social Enterprise Code: *"The values and behaviours by which we recognise each other"* North Lanarkshire Council also attend meetings to provide Community Capacity Building support.

SE-Code-Flyer-1...

Network Meetings

- The frequency of meetings will be monthly and will last 2 hours (approx.).
- A quorum is required at meetings and shall consist of 50% of the members of the network (excluding the Chairperson).
- The venue will be arranged by the Chairperson and members will be informed at least one week prior to the meeting taking place.
- Topics for the agenda will be sought from members at least 2 weeks in advance of the meeting and agenda will be prepared and distributed a week in advance of the meeting date. NLC support will ensure minutes are taken and distributed at least one week prior to the next meeting.
- Individuals may be invited to join group meetings as required to assist discussion/progress where external knowledge and expertise is required.

Responsibilities of Members

- To attend meetings regularly and contribute views that assist in achieving the vision, aims and outcomes of the Network.
- To advocate on behalf of their localities in identifying gaps, sharing good practices, local intelligence and contributing fully to the networks function in addressing social, economic and/or environmental problems.
- To promote and share information of the Network to new, established and aspiring Social Enterprises in North Lanarkshire to become members.
- To promote and share information of the Network to statutory sector partners and stakeholders.
- Changes in personnel can provide ongoing challenges, so members should endeavour to ensure continuity where possible.

Conduct at Meetings

- If a Network member is unable to attend a meeting or sub-group meeting, he/she shall make every effort to ensure that an apology is given to the Chairperson and/ admin support providing as much notice as possible.
- All Network members shall seek to ensure their full participation at meetings and will work to ensure that they contribute to the discussion and decision making of the network and are fully prepared for all meetings.
- All Network members will ensure that fellow members are treated with respect and courtesy. All members will seek to ensure that all points of view are considered and respected.
- All Network members will ensure that they respect the confidential nature of business conducted at meetings and will ensure that confidentiality is always maintained.
- All Network members agree to abide by the principle of collective decision making based on majority voting.
- Network members recognise that they will be acting as ambassadors for NLSEN and as such will agree to ensure they maintain the highest standard of behaviour in all aspects of their life and will not engage in behaviour that could bring the Network into disrepute.
- Network members agree to abide by the procedures for dealing with the media. This will include ensuring that any media request is directed to the Chairperson in the first instance, with decisions being made at Network meetings.

Conflict of Interest Clause

All Network members agree to abide by the Conflict of Interest Clause in relation to any area of potential conflict of interest:

- There is a requirement for members to formally intimate any potential conflict of interest; any potential conflict of interest should be recorded.
- There is a requirement for members to formally intimate any potential conflict of interest regarding procurement issues.

- Any member with a potential conflict of interest will not be eligible to participate in any discussion in relation to the matter under consideration and will not be able to participate in the decision making on such matters. *(In some circumstances, this will require the Network member to leave the meeting for the specific item of business and should not be party to the discussion and decision-making).*
- A Network member will be asked to resign if an undisclosed conflict of interest is discovered during that organisations' membership of NLSEN.

Conflict of Interest Waiver

If a conflict of interest is disclosed up front, both parties may sign a conflict of interest waiver, which clearly explains the conflict and shows that NLSEN is fully aware of it and is willing to work with the member despite it.

Equal Opportunities

The Network is fully committed to the promotion of equality and will seek to reduce disparities in all protected characteristics (age, disability, gender, race, religion or belief, sexual orientation) and it will actively work towards recruiting people from all protected characteristics to ensure membership reflects the diverse community in which it serves.

Members will also ensure issues and needs of those who fall into a protected characteristic, are actively brought to meetings for further discussion, so that all sections of the community are taken into consideration.

Training and Development

The Network will ensure that the opportunity is provided to members to undertake training and capacity building activity to enable them to be able to undertake the duties associated with their involvement in the Network.
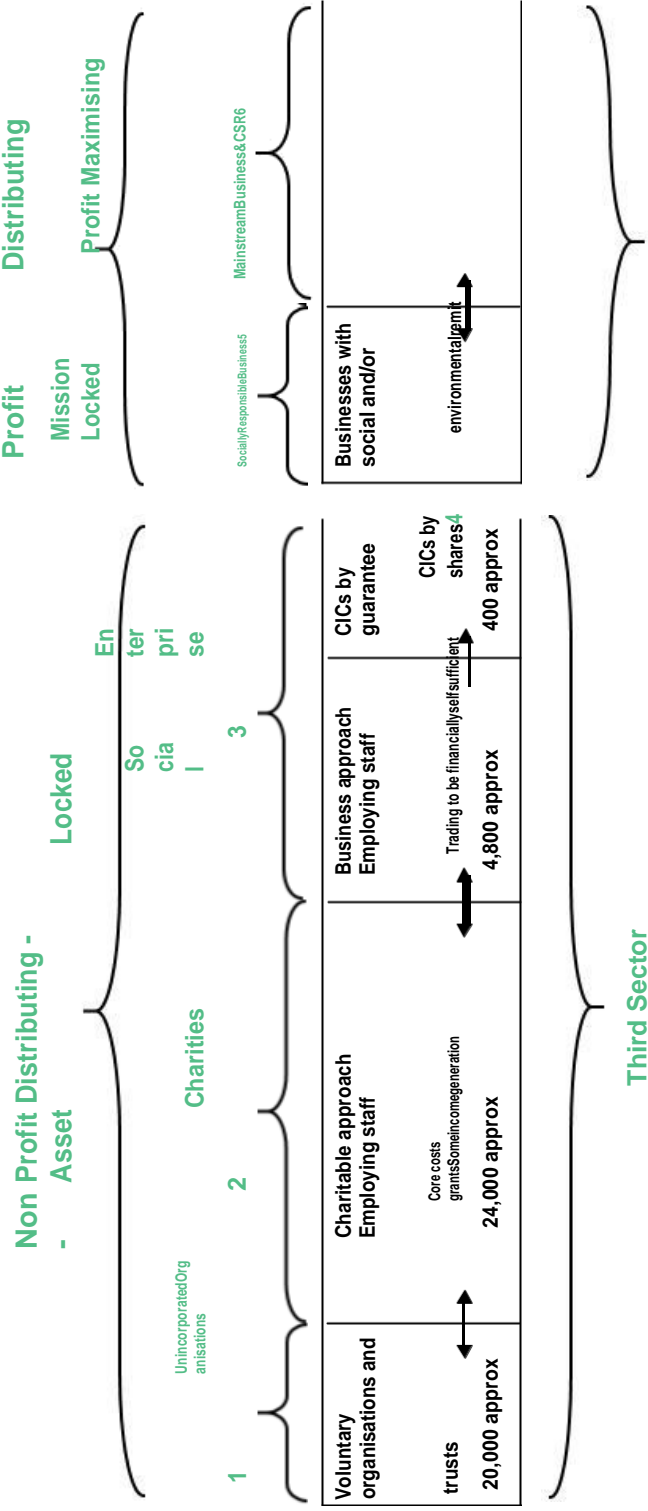
Compiled 4th February 2021

Terms of Reference will be reviewed every 2 years or if substantial changes have been made.

Review Date 4th February 2022
Review Date 8th June 2023.

Next Review Due: June 2025

THE ○ CODE
VOLUNTARY CODE OF PRACTICE FOR SOCIAL ENTERPRISE IN SCOTLAND

"The values and behaviours by which we recognise each other"

In 2002, the UK Government published an 'official' definition of social enterprise (SE) which was also adopted in Scotland. The ensuing 15 years has seen a dramatic rise in the popularity of SE - but the government definition was never invested with sufficient authority to be effective.

The meaning of social enterprise has been gradually eroded by the casual use of the term by a widening range of people. It is used by private businesses as a brand to access particular markets; by local authorities establishing arms length subsidiaries; it is even being eroded by third sector organisations which set the bar too low.

In response, the Scottish SE community has set down the values and behaviours by which we recognise each other. We refer to this document as a voluntary code of practice - or simply the Code.

The aim of the code is to set a benchmark – that establishes clear blue water, between SE and, particularly, the private sector. This centres on the unequivocal affirmation of the defining characteristics – that SE's don't distribute dividends.

www.se-code.net

Diagram labels (rotated):

Profit Distributing — Profit Maximising — Mission Locked

MainstreamBusiness&CSR6

SociallyResponsibleBusiness5

Businesses with social and/or environmental remit

Non Profit Distributing - Asset Locked — Enterprise — Social

CICs by guarantee — CICs by shares4 — 400 approx

Business approach Employing staff — Trading to be financially self sufficient — 4,800 approx

Charitable approach Employing staff — Core costs grants Some income generation — 24,000 approx

Unincorporated Organisations — Charities — 1 — 2 — 3

Voluntary organisations and trusts — 20,000 approx

Third Sector

made up of

5(6) private individuals. The first two models are social enterprises. Scottish SE Braumhersareunknown. The yinclude mission-locked, & Cops; Employee Owned Co-Ops is; CICs by Shares. CSR6 mainly understanding by or or prate structure as a way of demilionsing the social economic &en environmental impact of the business.

(Sources: SE Census 2015; SCVO; OSCR)

The Criteria

There are five essential elements of a social enterprise.

1. A social enterprise is a trading business – selling goods and services – but whose primary objective is to achieve social and/or environmental benefit. SEs are different from those charities and voluntary organisations which do not aspire to financial independence through trading.

2. Regardless of its legal form, the constitution of a SE will include the requirement that profits are reinvested in the business or in the beneficiary community – and not distributed to private owners, shareholders or investors. (See FAQs)

3. The constitution will always require that on dissolution, the assets of the SE are reinvested in another organisation with similar aims and objectives. Taken together Criteria 2 and 3 are referred to as the 'asset lock' – the defining characteristic of a SE – which distinguishes it from the private sector.

4. SEs are constituted and managed in an accountable and transparent way – particularly with regard to the community they serve.

5. SEs are distinct from the public sector and cannot be the subsidiary of a public body.

Sign up to the SE Code at www.se-code.net/subscribers

Frequently Asked Questions

Values & Behaviours

Value-based
SEs are businesses founded on core values – that social fairness and the protection of the planet should be pre-conditions of all economic activity – with all business practices expected to be honest and fair.

Good Employers
SEs are good employers – who continually strive to offer a dignified workplace experience; aiming to pay a 'living wage'; and having flatter pay structures than the private sector. SEs do not pay inequitable salaries to senior management; a maximum ratio of 1:5 between lowest and highest is a useful guide.

Democratic
From Co-ops and mutuals', SEs have learned the benefits of common ownership and democratic governance. This is the primary model of the social economy in continental Europe.

Empowerment
From the Development Trusts and Community Enterprise sectors, SEs have learned about bottom up responses to social problems and how they empower local communities.

Collaboration
Within the common sense of running a competitive business – SEs try to help and support one another – in the spirit of the Open Source IT community. SEs will also, where possible, encourage the practice of intra-trading i.e. procuring local goods and services from within the sector itself.

North Lanarkshire Social Enterprise Network (NLSEN)

New Members Organisational Information

Please complete ALL sections below and email back to collette.donald@thehealthandwellnesshub.org.uk stating in subject line "New Members Organisational Information"

Organisation Name	
Organisation Type *(SCIO, Charity, constituted voluntary group etc)*	
Charity Number if applicable	
Organisation Contact Person and position in organisation	

Organisation address Postcode	Telephone number	Email address

Organisation website and / or social media links (if applicable)	
Please tell us briefly what your organisation is established to do, e.g. your vision, aims/objectives and core activity etc (maximum 300 words) Please also outline your organisation's trading activities. (Social Enterprise Activity)	

The purpose of this form is to gather information which will enable our NLSEN to meet its aims and objectives. In line with The Data Protection Act (2018) we are committed to safeguarding your privacy and any information provided will be strictly confidential. This information will be used for research purposes only and we will always contact you to request permission before sharing your contact details with other network members.

Please tick this box if you **do not** wish for any of your data to be stored.   ☐

Benefits of membership

Peer Support

Collaborative Working

Access to Training

Sharing Resources

Sharing Knowledge

Funding Information

Shared Experiences

Contributing to common goals

Use ful Lin ks

SENScot:
https://sen.scot/social-enterprise-network-scotland

The Voluntary Code of Practice for Social
Enterprises in Scotland:
https://www.se-code.net/

Lanarkshire Enterprise Services Ltd
https://lesl.org/

Voluntary Action North Lanarkshire:
www.voluntaryactionnorthlanarkshire.org.uk

Nu rtu rin g t he
con n ec tion s th at
ben efi t ou r
com mu n i ties

Email:

North Lanarkshire Social Enterprise
Network

North Lanarkshire
Social Enterprise
Network

Our Vision:

"At North Lanarkshire Social Enterprise Network (NL SEN) we believe that by being connected together, we can improve lives for a just and equitable Community".

What is a Social Enterprise?

The Social Enterprise Code states that the following are essential requirements:

1. A trading business selling goods and services but whose primary objective is to achieve social and/or environmental benefit. They are different from charities and voluntary organisations who don't aspire to achieve financial independence through trading.

2. Regardless of its legal form, the constitution of a Social Enterprise will include the requirement that profits are reinvested in the business or in the beneficiary community and not distributed to private owners, shareholders or investors.

3. The constitution will always require that on dissolution, the assets of the Social Enterprise are reinvested in another organisation with similar aims and

Taken together points 2 and 3 are referred to as the 'asset lock' – the defining characteristic of a Social Enterprise, which distinguishes it from the private

4. Social Enterprises are constituted and managed in an accountable and transparent way, particularly with regard to the community they serve and are values based businesses, founded on core values and have learned about bottom up responses to social problems and how they empower local communities.

5. Social Enterprises are distinct from the public sector and cannot be the subsidiary of a public body

Next steps?

If you are a new, aspiring, or established Social Enterprise that uses The Social Enterprise Code as its guiding principles and would like to join our network or find out more information, please contact us.

North Lanarkshire Social Enterprise Network