



Urban N.O.S.E. Network of Social Enterprises

Gela Final Conference Report

16th May 2011

L.E. Sergio
Campanella



Connecting cities
Building successes



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Gela Final Conference Report



Friday, 8th April 2011



Programme of the Final Conference

Thursday 7th April

- Arrival of the participants
- 20:00 - Welcome dinner

Friday 8th April

- 09:00 – Registration Final Conference
- 09:30 – Political Address
- 10:00 – Urban NOSE Final Conference
- 13:30 – Lunch
- 15:00 – Urban N.O.S.E. “Ethiconomy” Event
- 16:00 – Social Enterprises Fair and Urban N.O.S.E. Award
- 17:00 – End Conference
- 19.00 – Project Management Special Session
- 20:00 – Dinner
- 21:30 – Entertainment

Saturday 9th April

- 09:00 Working Session One (SCM)
- 11:30 Break
- 12:00 Working Session Two (SCM)
- 13:30 Lunch
- 15:00 Field visit to Gela and Social Enterprise
- 20:00 Dinner at the ‘Biviere di Gela’ Lake

Sunday 10th April

- Departure of participants

Session opening

From 7th to 10th of April 2011 in the Town Hall of Gela the Urban N.O.S.E. Final Event took place, at the presence of the highest authorities of the city, the province of Caltanissetta and the Sicily Region, as well as of the six delegations from partner cities (justifiably absent the Portuguese delegation from Alcobaça, the Spanish from Xativa and the Greek delegation from Agrinion).

Moderator of the Conference was the Lead expert, Sergio Campanella, who introduced the **Deputy Mayor of Gela** for Social Affairs, Mr. Fortunato Ferracane.



Mr. Ferracane said that in Gela, the management of social services is not made in a single municipality, but is done in a district called social health district. They in the region of Sicily are the social health district number nine and they have as partners the City of Niscemi, the City of Riesi, the City of Mazzarino and the

City of Butera, in fact it works like this project. There is a municipality leader, which in both cases is the city of Gela, and then there are the other partners with whom they organize social services of the territory. That is why, on behalf of the other municipalities, it has been wanted the presence of the mayor of Niscemi that as the population is, after Gela, the most important town in this district. Their local business community has long been characterized by a forcibly industrial model that is now pressed strongly from the crisis in the petrochemical and they have serious difficulties to build an alternative model of development and then in a moment of crisis in world economy, weighed down by crisis, in turn, of the petrochemical industry, trying to move the economy through social enterprise, is not only a goal but it is almost an obligation. So he thinks that, at this stage of economic and social change strongly in place in their territory, the development of social enterprise could become a possible upswing in the socio-economic system and is in this light that they are working to implement a series of interventions: first carrying out a continuing collaboration between the City and the world of the third sector, to support social enterprises through an interface between government and enterprises, promote expansion of the scope, third sector have been too much linked to social problems. Then plan a multi-year action plan to support low-profit and non-profit sectors and promote the formation of new social entrepreneurs. As said before, until now they have been in the habit of thinking about social enterprises as businesses offering personal services, it is clear that social enterprise is something more, something



different. There are great opportunities that one has on the environment, recycling, for example, maintenance of public parks, search for alternative energy through biomass, social tourism, and the opportunities it gives the social enterprise are much higher than those in Gela's community they are accustomed to thinking. And that is for all that they have sustained and supported so convinced the project Urban NOSE, in which the town of Gela is the leader and is a project that was accepted by the city of Gela with much enthusiasm at first, then a phase of long policy changes, they were

losing control of the project. Then in September, the Conference of Grenoble, they tried again to take control of this project, thanks to what was done in the meantime by the lead expert, because it is a project where they believe a lot and they prepare to close this phase of creating the opportunity for a continuation of this partnership between the city of Gela and other municipalities of the European Community.

After the Deputy Mayor of Gela, the moderator introduced the **Mayor of Niscemi**, a city partner of Gela in social economy affairs, giving the word to Mr. Giovanni Di Martino, who said that his presence in the conference wanted above all to witness the commitment that local governments are taking to cope with the severe economic



crisis that especially the most vulnerable are suffering, but to speak of social services and social policies in a territory like the one of Gela does not just mean making available to the economically weaker categories some means of support, as just listed before by the deputy mayor Ferracane. Speaking of social policy is also to take care, especially in terms of prevention, involving mostly the weak and concern our youth and our children. In fact just to avoid that very difficult contexts such as theirs, so often soaked by the presence of dangerous organized crime, you require to start routes to accompany our children and our youth through educational programs aimed at promoting fundamental values such as precisely those of compliance, the value of legality, of civil coexistence and respect for the common good. It is in this direction that they started in his city, especially to their children and their youth, several projects with the establishment of community centres for children, a youth counselling, educational services at home, with the presence in all these services of experts and figures that accompany the boys as they grow. It is now clear that the organization of the response that institutions must make to cope with various emergencies, and education is certainly a priority, it is a response that can only be given by the institution, if you do not put network programs involving first-hand the social partnership and the private network of social cooperatives operating in the area. It is in this direction that they are striving to create synergies and to create models that can be borrowed in other areas of administrative application. He thinks the meeting is very important because they will be able to network and discuss not only the social cooperatives, institutions and the realities of their territory, but also in a broader view regarding other countries and other members of the European Union.

After Mr. Di Martino, Sergio Campanella gave the word to Mr. Miguel Donegani, **Honourable Member of the Sicilian Parliament**, who said that this project aims to create a European network of enterprises that will give you a opportunity not only to social free at last to make a different that is, to put in network a that will give you an opportunity, different than in other years. Social enterprises were penalized more than their investments, compared to the activation of conventions by the municipality, compared to contributions. Today there is an attitude more visionary and more serious, which is to create a system, to network, compared to the work that the administration is doing very well at Gela on the matter, even in the reorganization of social services and said well the deputy mayor, that somehow fits in well with the project Urban NOSE. All this is a unique opportunity, not only for politics, but also with regard to companies and also as regards not only the users of services, which are the clients, but also those who will give the services and then, changing a while the system of social services of health districts, one should also begin to understand and make a selection, and this is being done with respect to the commitment to ethical and moral rigor that put not only businesses, but in turn, Municipalities also, in synergy with respect to that, well at this time becomes crucial.



After Mr. Donegani, the Lead expert gave the word to Mr. Jean-Loup Drubigny, **Chief of the URBACT Secretariat**, who said that we must organize the change in European cities. To support this process it is important the network: at present, three hundred cities are networked with each other. To improve urban policies the most appropriate way is to develop social policies. Urban NOSE does just that, create social policies across the network that serves, in turn, to exchange knowledge and experiences. Decisions should not be taken in the office, but with the direct involvement of social actors. You cannot decide youth policies without the involvement of young people; policies for companies without the involvement of companies, and so on. Moreover, it is necessary that the richest regions in Europe are faced with the poorest regions. This interchange serves to each local area to create their own local action plan; and to provide answers to the people, especially youth, in the economy and employment.



After Mr. Drubigny, each one of the **chiefs of the city delegations** who attended the conference spoke, in turn, about their Local Action Plan contents, about the added value generated by the Urban NOSE thematic network and about their cities'

recommendations to policy makers. So, the Lead expert gave the word to the following local coordinators.



Anna Kosma (Athienou, Cyprus): The social economy sector in Athienou

They joined the project because they wanted to have the experience of the partners on the matter and the exchange of related activities, for promoting the social entrepreneurship in the city. And they also believe on the exchange of good practices and the added value that they would have got by joining the project.

What has actually been achieved through the project was to update:

- › About the new policies in Europe
- › The ability to create a social enterprise
- › Awareness of the decision makers on issues of social entrepreneurship

The establishment and functioning of the network was very important for the whole project. Through the project was given an opportunity to inform and enable people around the theme of the social economy. Also they produced a LAP which will help them to continue their ideas: they have a plan which will help them to implement the ideas that have emerged from their experience and good practices that they have seen in other partner cities.

How Urban NOSE affected us? The network's added value

Before participation in the project, social economy and social enterprises was for them unknown words and concepts. With their participation in the project they were able to have the knowledge and see through their field visits what does this means. It has also helped them in being able to convey the knowledge to others and this gives added value to their participation in this project.

The added value that existed in exchange at transnational level was that each partner was able to transfer their knowledge and experience but also to support the partners who did not have enough knowledge about the theme of the project. The added-value existed also in the group at a local level, as they could be heard and discussed many opinions about the topic of the project, but also they helped in the preparation of their LAP: as a result, the municipality is interested in continuing the meetings of the Local Support Group. This will be useful in the development and implementation of their LAP.

Contents of Athienou's LAP

The Local Action Plan will try to solve problems that the third sector SMEs have. It will try to present proposals supporting the start-up of new initiatives of social entrepreneurship and the consolidation and the development of those ones already existing, offering logistic spaces, services of advising, formative activities and instruments for knowledge of the territory. Also, it will give help for the networking of the enterprises. Taking into account the development of related policies in other European partners, it will try to enhance experiences in Corporate Social Responsibility, equal opportunities policies and local sustainable development.

Their LAP has been developed based on the model that has been promoted by the Lead Expert. This is the first time that such an action plan was drawn up concerning the social economy and social enterprises in general. Both in the municipality of Athienou and in Cyprus the social economy in general is not expanded, so this is a real innovation. The transnational exchange activities and the exchange of know-how, the case studies and the best practices had a very big impact in their LAP: indeed, their plan has got some elements of good practices and ideas from partners who had something to demonstrate, but were at the basis of the needs of the municipality, its capabilities but also the culture of the area. The added value of the development of such a LAP under the URBACT project is that it is an innovation which will assist in the creation and development of social enterprises and support them.



Tom Druitt (Brighton & Hove, UK): Brighton & Hove Social Enterprise Sector

There are approximately 110 social enterprises in Brighton & Hove, (circa 1,300 employees, based on 2007 research), working across all traditional business sectors. 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.

Knowledge and learning: what has Urban NOSE done for us?

Brighton & Hove has been very lucky to be part of Urban NOSE. They have learned a lot from the experiences of other cities, and have benefitted greatly from the opportunity to share their own experience and see how it may be helpful to others. It has given them a chance to take a step back, hold a mirror up, and see what it is they are doing well and what they can do better. There have been opportunities for learning through international, regional and local study visits/training; offering real-world examples of policies and operations that can develop the social enterprise sector. Urban NOSE has also raised the profile of Brighton & Hove, and cemented the city as the UK leader in the social enterprise. The Urban NOSE experience has also given the city of Brighton & Hove the opportunity to establish relationships with other European cities with common interests; relationships which will undoubtedly last long after the Urban NOSE project is finished.

Local Support Group/Local Action Plan: the added value

Brighton & Hove has had a Social Enterprise Steering Group for a number of years, which developed into the Local Support Group as part of the Urban NOSE project, and it is this group which is responsible for the Local Action Plan. In August 2008 a local 'Social Enterprise Strategy' was published which set out the Action Plan for the City. In the autumn of 2010 a working group was set up to revise the plan, and a large consultation exercise was carried out with social enterprises invited to give feedback and make suggestions for revising the plan. This included an event where people

could come and share knowledge and information, discuss the issues and make recommendations for revision of the plan. The plan was found to be still relevant and largely contained the right strategic priorities, but what was found to be lacking was clear accountability in terms of who was responsible for each action point being met. This is being addressed in an updated version of the Action Plan. Urban NOSE gave this process an added emphasis, new ideas and, importantly, resources.

Recommendations to Policy Makers

Key policy recommendations that came through the LAP refresh are as follows:

Sharing, Collaboration & Mixed Economy

- *Encourage and enable consortia to bid/more joint tendering*
- *Sharing of physical resources and services/office space/co-location*
- *Pooling of expertise/a forum/skills, knowledge and learning*

Enterprising Behaviours/Entrepreneurship

- *Greater emphasis on profit/trading and doing business better*
- *Greater emphasis on SE being more strategic*
- *Professionalise Social Enterprise/entrepreneurship and enterprise*
- *Raise profile of SE through other business networks/maximise use of current networks/more strategic networking*

Access to information on finance support/information/expertise

- *Create a one-stop shop on sourcing finance, resources and expertise in this area/sign posting service/hub of knowledge/website/what's going on locally*
- *Provide a variety of financial information (funding opportunities, commissioning, procurement etc.)*

Impact, Learning & Skills

- *Enable knowledge exchange and develop and promote training across sectors, organisations/networks (workshops and training/master classes/business skills/trustees). Address any gaps*
- *Capture and show value of SE through impact measurement*
- *Create SE champions*



Mari Antikainen (Pori, Finland): An overview of social economy in Pori

Public social services are strong both in Finland and in Pori: most of the services are produced by the public sector, outside the public sector the social economy relies mainly on associations, co-operatives, foundations etc. In Finland, generally, there are very few social enterprises (5,000 actors, 154 registered social enterprises in Finland), in their region only 2 companies are registered as social enterprises, but there are much more actors in this field, like associations, co-operatives, etc..

The framework for the social enterprises is changing in Finland and in Pori:

- › new law for the social legislative framework is changing: a national task-force has been set up, working model/trial period is coming (6/11-12/11), elections can change everything... or not;
- › public procurement law enables social criteria and innovative procurement processes, potential not yet widely used.

And when talking about the funding: social enterprises are treated like any other company in Finland and they have to act according to the same rules as any other companies.

How Urban N.O.S.E affected Pori?

Recognition of social enterprises and other solidarity-based initiatives is growing, and it will grow more in the future. The project allowed them to see new kind of partnership with social economy in other cities and in their region they are also building these partnerships. At the moment Pori is creating its own partnership network in city's own service production by doing service strategy work in political and practical levels.

They have brought information to the procurement processes in order to create more courage for the public procurement processes. The public procurement legislation allows innovative procurement, but it is not widely used by the cities. Pori could use social criteria and not only financial issues in the procurement processes, stress quality (ethics, organic, fair trade, environmentally friendly...), employment (long-term employment, disabled...) or positive overall economic impact more in the procurement.

Pori sees, that one of the main things in this project is the networking with the national and international actors and aims to have project co-operation with other actors in the future.

In the future Pori needs still developing its services in order to enhance the social entrepreneurship in the region. The main actions will be informative, the city will organize information and training for local authorities and other actors and create dissemination material and training for the local authorities, both politicians and civil servants. There will also be some training for the business developers and networking with the national level (www.yhteinenyritys.fi).

Pori will also promote partnership with social enterprises as a possibility and create a partnership programme for the service production within the city actions. It will also network with SITRA, the Finnish Innovation Fund, in order to find new ways of working with the social enterprises.

In Finland the main operational models are the following ones:

- › Associations: In Finland associations provide wide range of services for the social economy. In order to develop this field, Pori will give support for associations in transition to become social enterprises;
- › Co-operatives: In Finland there are wide range of co-operatives, some of them working like social enterprises. Pori will also give support for co-operatives in transition to become social enterprises. Co-operatives are big actors in Finland, they have 5,4 million members in Finland as there are 5,2 million inhabitants in Finland.. The co-operatives can be: consumer co-ops, production co-ops, ownership co-ops, energy co-ops, purchase co-ops, wellness co-ops, co-operative banks or insurance co-ops, commercial co-ops etc.
- › Start-ups. Pori will give support for start-up companies and knowledge building about social enterprises and their possibilities



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Conclusions about the LAP and recommendations for decision-makers

The Pori LAP will highly concentrate on awareness building for politicians, procurement personnel, business development organizations and third sector actors. Pori will also carry on a study on local service structures and partnership possibilities in order to establish new service structures and also in order to boost the social impact and sustainability in future aspects.

As recommendations for the decision makers in the local level, Pori stresses the importance of the following aspects: recognition of social enterprises potential, moving from procurement to true partnership and creating courage to the procurement procedures. In the regional level, politicians should guide more funding for social enterprises, not just for social firms, and in the national level they wait for more clear and supportive political legislation. The legislation for social enterprises has been coming for a while now and this uncertainty creates problems for both the enterprises and the support organizations. Finland has parliament elections in a couple of weeks and things may change dramatically after the elections.

In the EU level they would like to see funding, that will support knowledge transfer and benchmarking between international partners. It is very useful to see new ideas and learn from each other.



Katiana Houli (Koropi, Greece): Guidelines and practical tools for LAP

BASIC TRAINING NEEDS OF EXECUTIVES OF S.E.

➤ **Possible actions**

- Development of networking, lobbying and “convey the message” skills.
- Participatory management (team working, collective problem solving etc)
- Quality control and monitoring of economic performance AND social impact.
- Emphasis not only in training of workers but on their development too:
 - *mentoring*
 - *coaching*
 - *job rotation*
 - *tuition assistance programmes*

PROMOTING OTHER FORMS OF COOPERATION AND MUTUALISATION OF RESOURCES

➤ **Possible actions**

- ❖ Consolidating the notion to the main economic players that social economy is a win-win game.
- ❖ Mutualisation of resources between existing co-operatives with similar areas of activities (i.e. agriculture).
- ❖ Promoting territorial pacts and memorandums of cooperation.
- ❖ Investigating relevant enterprises which could form cluster network.

RECOGNITION AND PROMOTION OF S.E. AND OTHER SOLIDARITY BASED ACTIVITIES

➤ **Possible actions**

- ❖ Animating synergies of local authorities, SME’s and initiatives of individuals for the setting up of social enterprises.
- ❖ Promote the notion of solidarity and mutualisation processes at different local levels (education, administration, businesses).
- ❖ Providing incentives for the equal participation of weak categories of population in different aspects of community life.

➤ **Possible actions**

- ❖ Integration of Urban Nose LAP to the Operational Programme of the Municipality / Region.
- ❖ Exemplifying the incubator as a model of cluster creation.
- ❖ Transfer of know-how from the incubator to similar undertakings.
- ❖ Integration of the notions of social economy to the social strategies and priorities of the Municipality.

PROMOTION OF A NEW CULTURE OF COOPERATION AND GOVERNANCE

➤ **Possible actions**

- ❖ Reinforce private - public partnerships by establishing the LSG as a permanent structure to serve as a liaison between the municipality and social enterprises.
- ❖ Animating the cooperation of enterprises and the third sector through the corporate social responsibility channel (social enterprises as clients i.e. Eleftherios Venizelos Airport).

An incubator of social enterprises may require significant investment in human capital and “pre-incubation” activities, with no assurance that early-stage business incubation can begin. Furthermore, when the incubator does not own the property, investment may be a high risk activity due to the time that may take for returns to realize. Choice of legal form may be crucial for the operation of the incubator:

- » as a partnership without legal entity => lack of institutional visibility
- » as a non corporate entity => loose and fable partnership that does not promote matchmaking and social entrepreneurship values.

Recommendations for decision-makers

- › Creation of an integrated policy for supporting vocational training of basic categories of activities of social entrepreneurship very much needed due to the fragmented nature of training programmes in Greece.
- › Investigation of the possibilities of vocational training through the channel of corporate social responsibility in large for profit enterprises, which have relevant activities of the demanding social enterprises.
- › Application of the European Qualifications Framework (EQF) to all trainers/consultants that participate in training and development programmes of Greek social enterprises.

- › Creation of local funding programmes for social enterprises incubators not managed at a central level, as 'central public administrations are not made to grant venture capitals'
- › Implementation of specific laws and regulations for social enterprises, towards the need to increase the institutional visibility of social incubators to gather support and funding from multiple sources
- › Cultivating the notion of social economy to different policy levels starting from the policy makers themselves – recognition of its added value.
- › Promotion of solidarity and cooperation culture starting from the base of the local society- primary and secondary education.
- › Consistency in dissemination practices - follow ups of information activities, capitalisation of contacts and possible partnerships.
- › Institutional and legislative provision for facilitating the operations of incubators of social enterprises
- › Initial funding for the first 5 years of operation by the government because it may take a lot of years to release returns
- › Combine all different elements of the main operational – funding models



Maële Henry (Grenoble, France): The situation in Grenoble

Within the Urban Area of 400 000 inhabitants', Social Economy represents:

- 16% of the jobs
- 35,000 jobs
- 1,557 organisations with salaries
- 64% of women

Three main actors are dealing with Social Economy on the territory: the Rhône-Alpes region, the Urban Area authority and the city of Grenoble. Each of these institutions has developed policies towards Social Economy.

The development of animation and sensitisation activities on Social Economy has been a crucial axis of Social Economy policies on the entire territory.

Strengths

- Numerous actors of Social Economy on the territory
- A dynamic sector, creating jobs
- A motor for social, economic and environmental innovation

Social Economy structures in Grenoble are developing fast and the sector gathers now a great diversity of activities.

Public authorities are aware of the importance of this sector, in particular in this period of crisis and strongly support and accompany Social Economy initiatives.

Weaknesses

Social Economy needs more:

- Structures
- Visibility
- Communication and sensitisation actions towards the general public
- Tools to make the activities more sustainable.

The development of Social Economy on the territory also creates an important spreading of structures and initiatives. Local actors are aware of this difficulty and try to solve it by actively working on communication and sensitisation, especially towards the general public. Public authorities are working on the coordination of their own

actions as well as the coordination of local actors initiatives in order to create a complementary and visible network.

How Urban N.O.S.E affected us?

On the local level the participation in Urban NOSE project created, through the LSG meetings, a neutral place to discuss and debate on Social Economy on their territory with diverse actors represented (Local and regional Public authorities, researchers, members of the associative sector, members of the cooperatives sector...).

These meetings created a common dynamism and a will to work in common, in order to allow new projects to emerge and older ones to become more sustainable.

The transnational exchange allowed the LSG to identify the weaknesses of Social Economy on the Urban Area's territory, as:

- the lack of structure of actors,
- the need of reinforcing the modes of support of public authorities through the creation of criteria
- the discussion led on the possibilities of developing the Incubator of Social Enterprises
- the discussion on the possibilities to find new ways to insure Social Enterprises activities through the creation of a mutual fund.

The transnational exchange is expected to provide the City of Grenoble examples of actions which will be able to solve these kinds of issues. In many other cities, some of these issues have already been solved and it will be interesting to take a leaf out of these experiments, being aware of the need to transpose them to the local context.

On the European level, the project allowed different cities to exchange and experiment together on Social Economy. These exchanges gave to the City of Grenoble the opportunity to confront its point of view and experiments to other way of thinking and other innovative initiatives. Clearly the discussions and debates they had with their partners made them think about their own situation, their constraints and the solutions they can envisage.

The debates on different perceptions on the definition of Social Economy encouraged the City of Grenoble and its local partners to question the way public policies were implemented and on what to consider belonging to Social Economy sector.

What do we need to do?

The main conclusion is that, in order to make sure that the LAP is implemented correctly it is crucial to make sustainable the dynamic process of meetings and cooperation encouraged by the LSG.

The City also needs to carry on actions of communication and sensitisation such as “YESS!” and think about other forms of events or actions to reach a larger public. This will allow to reach the objective of structuring the network and making it more visible and understandable.

Main operational models

Alpesolidaires the website

'www.alpesolidaires.org' is a participative website about social economy in Grenoble for structures and general public. The association AlpeSolidaires is in charge of the global animation of the website: initiations about the website and training to publish information on the website for the members, development of the website, communication...

AlpeSolidaires invites local actors of Social Economy to be members of the site, where they can publish information about their structure on several themes (employment, culture, environment, education, etc). The project contributes to cross and draft the local Social Economy network and participates in the promotion of the sector and its activities.

The public support of this action is based on the will of public authorities in Grenoble to promote activities of the Social Economy, and to favour the pooling of actors and resources.

With more than 40,000 visits each month, 500 contributors and 2,500 subscribers in its electronic letter, the site became a reference for social economy in the Rhône Alpes Region.

YESS! event is:

- A local event gathering more than *140 Social enterprises* and 100 attractions.
- 250 volunteers and employees mobilised and 5,000 visitors expected
- Several structures of Social Business of Grenoble deciding to work together in order to *sensitise the general public on the existence and dynamism of Social Economy* in the territory.

Actively supported by local authorities, this event aims at *raising the awareness of people* on Social Economy activities. The aim is to *create contacts* between actors of Social Economy, and between them and a large public.

Best Experiences and Practices to be exchanged with other cities: “*Créer sa boîte, créer son emploi*”. Organised by the Urban Area Authority and the City of Grenoble, this event will take place, this year in Villeneuve-Village Olympique neighbourhood. This action is willing to focus on certain areas, where the activity’s creation is needed and where people need to be involved in their area’s life.

Network of support to activity creation

The Rhône-Alpes Region, the Urban Area Authority and the City of Grenoble have worked together to create a network of accompaniment of activity creation. This network aims at helping project holders in every step of their development.

Depending the nature of the project, its legal status, and its particularities (of the project holder, of the targeted beneficiaries, of values carried such social interest, sustainable development, jobs creation...), a specific and competent interlocutor will be able to orientate and accompany the project in its development (to find funds, offices, and to proceed to a post-creation monitoring...). In the frame of that network, Social Economy specificities are taken into account and stakeholders benefit from a specific accompaniment.

The creation of a practical guide makes this network more visible and accessible to Social Economy project holders.

Urban N.O.S.E. implications to the Grenoble LAP

The need of sensitizing the general public on Social Economy is crucial in order to promote its economic dynamism. There is a need of making Social Economy and the values it promotes more visible to enlarge the public of possible consumers. Parallel to that, this action of sensitization also aims at making Social Economy more accessible in terms of job offers and social actions, to disadvantaged people.

Regarding to the issue of structure and sensitisation on Social Economy, the common assessment is that Social Enterprises are not considered as a whole. In other words, Social Economy is not fully known as an economic sector, gathering actors that follow the same values and lead an economic activity with a strong social usefulness. It seems thus necessary to lead actions allowing in the one hand, to identify Social Economy actors as a specific and structured economic sector, and on the second hand, to emphasize the economic impact of these structures on local economy. On this point, two actions have been put forward. Following the success of the YESS! event which took place in September 2010, the LSG thought about creating a periodic event of the same kind, every two years. This will aim at making people aware of what is Social Economy, what kind of actors it gathers and what kind of goods or services it provides. For 2012 it is envisaged to organise such an event in disadvantaged neighbourhoods in order to reach another kind of public. Actions of communication and sensitisation are crucial for their LAP, and participate in the structuring of the Social Economy on the territory. Focus on mutualisation of communication tools, search of funds (MCAE), premises...

The creation of a mutual fund aims at helping associations to overcome their treasury limits in pooling resources through donation. Mutualisation of funding sources, work on the perspectives and possibilities of donation in the sector of Social Economy.

Common communication tools provided by Alpesolidaires is considered as a main access to Social Economy events and has a great importance in the LAP's communication tools.

Recommendations for decision-makers

For all levels of decision-making: it is crucial to elaborate strategies which can complement each other to reach the goal. A focus should be put on action of sensitisation to make people understand what is Social Economy, to show its economic, social and environmental impact.

Local level: the City should coordinate its Local Action Plan with the Development Plan of Social Economy led by the Urban Area Authority.

In order to have a coordinated policy on the territory, it seems necessary to work together with the Urban Area authority, which also leads an active policy on Social Economy matters. Structuring and orientating public actions towards Social Economy aims at coordinating the policies to avoid each authority's competences to overlap each other. This will also allow some strategic axes to be reinforced through the common support of both public authorities. This coordination will have as effect to make more pertinent and to reinforce local public policies on Social Economy.



Massimo Finocchiaro (Gela, Italy): The social economy situation in Gela

The ongoing financial crisis has negatively affected the whole economic situation of the Municipality of Gela. Looking at the social sector, the financial sustainability of social enterprises and a potential social incubator is the major issue at stakes.

Moreover, social incubator represents one of the few possible ways for potential social enterprises to survive the start-up phase.

It is possible to indentify the strengthens and the weaknesses of the area of Gela. In the first case, there is a high level of interest in social issues and a high level of entrepreneurial skills that calls for sponsorships. Looking at the weaknesses, we see that there are several too small social enterprises, that almost of them rely on public funding. Moreover it appears clear that there are low level of organisational skills to get private funding or banking loans.

The perspectives are looking for opportunities for financial sustainability in new markets; going beyond standard provision of social services by exploiting new possibilities, such as industrial conversion, environmental and tourist issues, renewable green energy; exploiting available funds at Regional, National and European level.

How Urban NOSE affected us? Implications for Gela's LAP and added value produced

The Urban NOSE project changed the way of thinking at social enterprises as provider of social services in outsourcing, aiming at new kind of partnership with social economy, at efficiency/effectiveness, increasing employment. The main messages should be to shift from no-profit to social profit and to increase the networking with national and international actors.

Those targets can be reached by training actors in fund-raising skills; looking for business partners and getting an up-to-date and solid managerial and organisational training.

The best operational model they suggest is to create a network of social enterprises as a Consortium. Several positive effects from such way can be financial risk sharing; being one big entity, it would be easier to apply successfully to financial resources and to submit joint projects putting together different fields of specialisation; the Consortium may better "lobby" the decision-makers; the Consortium may be able to make successful tender for contracts with public and private sectors; the Consortium should have at least one ethical or social bank as a member to ensure a quick and verified channel to micro-loans for social enterprises. The implications to the Gela's Local Action Plan focus on aiming at financial sustainability (for example social incubator users may be asked to pay a fee as reimbursement for the service provided) and logistic needs (ASI can provide logistic solutions for any potential social entrepreneur needing a place where to start his activity for a low fixed rent).

Recommendations to decision-makers

Finally, their recommendations for decision-makers can be applied to different levels. At a local level, recognition of social enterprises potential, communication as a tool to improve the opportunities of fund-raising, social enterprises as partners and not as subsidised Municipality's branches.

At a Regional level, funding for social enterprises to be used for specific needs such as logistics, organisational skills and specialist guidelines for social entrepreneurs, communication as a tool to improve the opportunities for fund raising.

At a National level, clear and supportive legislation with special attention to fiscal issues.

At a European level, focus on knowledge transfer and benchmarking.



Session closure

The closure of the morning session was given to the **LSG spokesman of Gela**, Prof. Luciano Vullo, who built on the things he learned and that still be able to leave a trace of the other things he learnt through participation in the work of Urban NOSE. A



special thank you, he owes to the city of Brighton, where he experienced things for him were entirely new, to suggest to take as a model for other city administrators. There in Brighton, by seeing and working on the things that his eyes were seeing, he realized that the world opens up new perspectives. He was very disappointed as he was still finding the drift of the state and of the states, in particular the drift of the welfare, the welfare state, and in Brighton he got convinced that today is pointless and absurd, maybe even crazy, thinking they could still climb to the State social welfare state. Within which welfare state or welfare, voluntary associations had a relatively easy life. He thinks the logic that animated, logic and ethics that have animated the voluntary associations, today no longer hold. So he thought it was very nice what has been said when the chief of the secretariat told us that before we got a challenge for voluntary organizations, a challenge for politics, a challenge that he has had to take.

So the challenge is to bring the logic of voluntary non-profit that had a high moral value, even at times a very high religious significance, the social logic of profit, which is different because it excludes non-profit, indeed, it includes and enhances what he learned in Brighton. Something that goes far beyond the profit, but to go beyond the profit you must go through the profit, not cancel it or deny it, as did the volunteer associations, which involved the use of a welfare state that is no longer able to support associations. there are no resources, they say, and yet he is convinced that the resources are there and are very numerous, and are primarily non-exhaustible resources, or not subject to depletion. It opens a



whole new field of intervention logic concerning the social profit organizations, which have to do with the security system and with the assistance that the world will have more and more need. This opens up prospects for action in particular in the field of medicine of second level, that the state can no longer guarantee to address problems that have to do with what is the lengthening of life expectancy or what is the condition of immobility in which the human subject is forced into the modern world that is causing, for example, the phenomenon of

obesity. But the phenomenon of obesity cannot be tackled only through the medicine of first level, the phenomenon of obesity can be addressed through education, needs to be addressed through the gyms, be addressed through the structures referred to men living in modern society absolutely need because they are no longer a luxury, even involve additional



cost if they are not dealt with timeliness because when the person, becomes obese, run the risk of other diseases, increases in social spending. There are all new areas that have to do with culture, education and recreation, because this is also to be taken into account. The development of technologies is releasing free time is often consumed as a time of neurosis or time of death and not as a time of freedom. So the primary task and the challenge to which they have been invited by the director of the European Secretariat has also turned to politics. The ruling class in the world today is demonstrating poor, the current political class is sinking, showing little ability to orient in an innovative, democratic and free direction all resources that the development of science, technology and knowledge are putting in play, the enormous resources that come from the world of science and world of knowledge, which by the way resources are not poor. The land and resources available are limited. The resources of knowledge are absolutely endless and as on earth it can be done a battle, a war, a sale, etc., knowledge, largely through the means available to the web, you can make of it a common, shared and community use, because it is unlikely that you may put selfish property rights on a good, just the knowledge, which is of mankind and can now be placed online.

So, he believes that if the voluntary sector takes up the challenge and the policy that has brought Mr. Drubigny, Gela can become model city to the task, also because there are strong pressures that would be absolutely irresponsible not to collect. He refers to the strong pressures that come from young people living in the city, living in Sicily, but also to the strong pressure of desperate young people who live in areas that are bathed by the Mediterranean Sea, in North Africa: Egypt, Tunisia, Libya.

Therefore, this network of incubators will get in contact with or will have to continue the relationship with Europe, that you all here represent, and the Mediterranean, a sea that, like the sea of Web surfing for young people around the world, both in its richest regions than in poorer ones, will play a big role for peace in the near future.

After this last speech summarizing the spirit and substance of what was said by the previous speakers, the moderator closed the session in the meeting, referring to the early afternoon session, for the inauguration of the Ethiconomy event and the assignment of the Urban NOSE Award.



URBACT II

URBACT is a European exchange and learning programme promoting sustainable urban development.

It enables cities to work together to develop solutions to major urban challenges, reaffirming the key role they play in facing increasingly complex societal challenges. It helps them to develop pragmatic solutions that are new and sustainable, and that integrate economic, social and environmental dimensions. It enables cities to share good practices and lessons learned with all professionals involved in urban policy throughout Europe. URBACT is 255 cities, 29

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