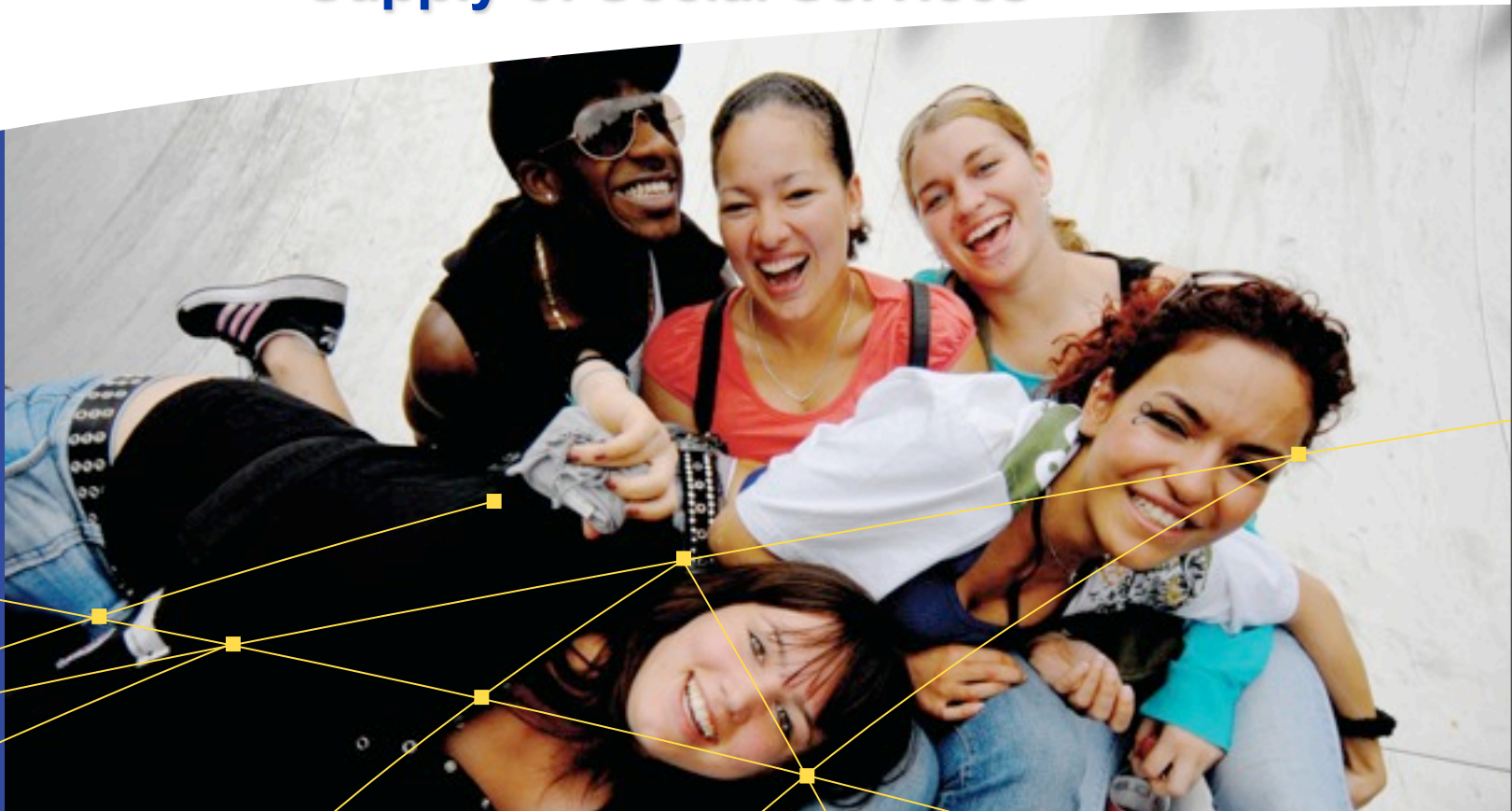


The State of the Art about “Building a System of Tools & Methods for the Supply of Social Services”

AN URBACT II PROJECT



Main Outputs from the 3rd Thematic Conference (1/2)

There is a generally positive attitude of the partner cities towards building a system of tools and methods useful to services supply of social incubators

The network presents an adequate service offer produced/provided by social businesses in the partner cities and related to the major needs linked to social incubators

But there is still a generally soft or, at utmost, average level of services provided by the local social entrepreneurship to the partner cities

Main Outputs (2/2)



As to the economic sectors in which partner cities wish that social enterprises should be engaged, they think that social enterprises should be engaged in all sectors

A focal issue is the current inexistence of specific and structured local procurement/tendering processes in contracting with social enterprises for service delivery for the majority of partner cities

Currently exist very smart potential and good conditions for the Urban N.O.S.E. network to build up a wider, diversified and participated system of tools and methods for supplying social services concerning Social businesses

Recommendations for decision-makers (1/3)

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

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’

To ease the enterprises’ licensing processes for the social entrepreneurs or businessmen with a previous careful design of the conditions of admission of the incubated enterprises

Recommendations (2/3)

To provide social economy with ‘specific’ tools of development adapted to their particularities

To make mutually coherent the different tools: financing, advising and counselling, housing, etc.

To promote mutual services and methods between social enterprises

Cities should develop their service structure at local level and open up services for real competition

Financing should not be the only procurement criteria: ‘sustainable development’ and ‘social responsibility’ should be included to the procurement criteria of our cities

Recommendations (3/3)



Special focus on weak categories: social enterprises could assist more in the welfare, creative, cultural and environmental services

To work with the LSGs for a better provision of tools and methods building up an efficient system of social economy services

Better communication, concerning business, social, environmental and start-up skills learning, awareness raising, networking and promotion

Existing “incubation” structures (such as employment offices, social support offices etc) can form a firm basis for the establishment of social incubators

Guidelines and practical tools for technicians (1/3)

Research about all funding programmes: technicians must be very well informed about all the existing financing sources

Elaboration of a practical guide for entrepreneurs, to be used as an indispensable toolkit for entrepreneurs and technicians

Guidelines (2/3)

Promotion of actions for social entrepreneurship and support to structures accompanying and financing social enterprises

Improving direct support to financial and coaching tools

Support or Establishment of housing tools: Social Incubators, Public offices centre specialised on social economy, etc.

Strengthening social incubation service tools, like Pre-incubation and Incubation services for social enterprises

Guidelines (3/3)

Detecting needs of the future social companies (not solved by the conventional incubator services) looking for financing, human resources, and of other nature, capable to help solving their problems

Creation of multi-disciplinary teams in strict connection with local entities, in order to assure information and knowledge about conventional and social enterprise skills, as well as their social impact

Case Studies for researchers and practitioners (1/3)

Brighton & Hove, “The Wood Recycling Project”: *diverts wood from landfill by collecting wood waste from building projects, sorting and selling it at the Wood Store.*

“Grassroots Training C.I.C.”: *offers training and consultancy for suicide prevention: social enterprise / business planning / accountancy / HR and legal*

“Emmaus Brighton & Hove”: *a community and work environment for the homeless: a range of private sector partners for a garden project*

Case Studies (2/3)

Grenoble, “AMAFI”: a social enterprise specialised on wood work since 2002, counting 30 employees with social difficulties (long term unemployed...). They achieve qualifications and experience.

Alcobaça, “Entrepreneurs Support Office”: loan, provided by the Municipality, along with a bank and a financial society, which intends to help entrepreneur and innovative projects. The total amount of financing for each project can be 45,000€.

Case Studies (3/3)

Pori, “SY-SATA-PROJECT”: aims to create new social enterprises to Pori region by supporting the 3rd sector actors.

“TYKE LTD”: TYKE acts in six different fields: wooden summer furniture, hospital equipments, assistive device, furniture to social premises, steel wire products and subcontracting services. With 120 employees and about 8 million euro turnover, it is one of the biggest social enterprises in Finland

Best Experiences and practices to exchange with other cities (1/4)

Grenoble, La Pousada: is a non-profit organisation created in 2006 in order to *create and develop an offices centre for social enterprises* (3 sectors of activities: *coaching for development of new enterprises, culture and art, crafts*); create and develop incubators with the impulsion of 2 main partners: the urban area Authority and the City of Grenoble. Nowadays, La Pousada has in charge 2 Incubators in Grenoble.

Best Practices (2/4)

Brighton & Hove, Social Enterprise Charter 2010:

The Social Enterprise Charter is a resilient tool able to demonstrate your support for social enterprises which are:

- *transforming the communities we live in;*
- *flying the flag for ethical capitalism; and*
- *helping to rebuild economy as we emerge from recession.*

Practical Support: Range of finance, skills and human resources, like grants, loans, assets, employee/volunteer incentives, etc.

Evidence: Social Impact, showing economic, social and environmental value

Networking: Animates social economy, while useful as a learning vehicle

Best Practices (3/4)

Koropi, Virtual Incubator of Female Social Entrepreneurs (DYEKO): Training package for Incubator Executives, Vocational training of 60 people of the target group, Counselling services and support of target group for the starting-up and operations of Social Economy Enterprises, with the **Creation of 4 female social enterprises.**

Incubator For The Development Of Social Economy (KRIKOS): Two main priorities: Further support to existing social enterprises in the Region; creation of posts of employment for sensitive population groups by setting up new Social enterprises. **Results:** 125 people employed in third sector, 93.3% of them women; 13 New social enterprises in the form of cooperatives.

Best Practices (4/4)

Pori, *HYKE project*: Support mechanisms for enterprises acting in healthcare sector (implemented by Prizztech): *special regulation, procurement issues, business development, training, seminars, etc.*

Main operational models of methods & tools useful to a social incubator (1/7)

Alcobaça

Mixed Enterprise Centre

It is a physical space, with few rooms, where new, conventional and social enterprises, can develop their activity and can count on technical support and other kind of conditions (common internet, telephone line, copy machine, etc). Simultaneously, the technicians from Municipality provide advising and support to future entrepreneurs. It is predicted to start in September of 2010.

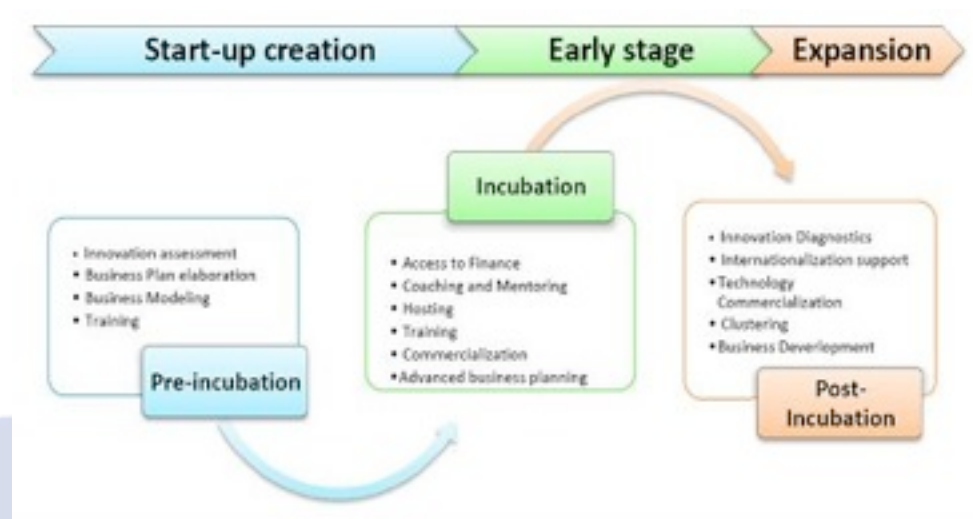
Main Models (2/7)

Gela

The Urban NOSE Incubator Foundation

Manager entity enclosing the main institutional and territorial representatives, who are signing a memorandum of understanding.

The Foundation, which has no profit aims, will be achieving, in line with the strategies and planning of the Municipality of Gela and interests of the territory, **instrumental activities of supporting innovation, the creation of social enterprises and competitiveness** through the management of the Social Incubator.



Main Models (3/7)

Grenoble

Model 1. Financial, advising, counselling and coaching tools for social economy

Managed by MCAE Isère Active: a non-profit organisation, part of a national network, financing social enterprises. **Partners:** banks, foundations, public authorities. Targeted structures to support with **investment and coaching** are social enterprises or non-profit organisations which create jobs in fields like: *Work integration, Care, Handicap, Culture, Environment, Education.*

Main Models (4/7)

Model 2. Coaching for social enterprises (dispositif local d'accompagnement)

Objective: advising, counselling and coaching for social enterprises (*support for the consolidation of strategy, finance, governance and management, communication, etc*).

Process: enterprise's request or institution's orientation, realisation of a diagnosis, validation by an expert committee, coaching by an external expert, post-coaching follow up for the realisation of the recommendations, individual or collective coaching (*the coaching is free*).

Period: 8 days maximum – *between 3 and 6 months*

Main Models (5/7)

Model 3. Financial inputs agreements (variety of financial tools for social enterprises)

Objective: To increase equity capital (*fonds propres*) of social enterprises destined for working capital fund needs (*fonds de roulement*) and financing investment related with their creation and/or their development

Process: enterprise's request, financial expertise, decision by an expert committee, financing, setting up

Loan's amount: 10,000€ for the creation of a structure (*period contained between 10 and 18 months*) and until 150,000€ for the development of a structure (*diversity of financial sources requested in this case : risk-sharing*)

Mechanism: Financial restitution in one shot or more shots

Results 2009: 15 financial inputs agreements, 375,000€ distributed.

Main Models (6/7)

Pori

Public service production: Main part of the social sector services are produced by the city organisation: *healthcare, day care, services for the elderly, etc.*

Service vouchers: Service voucher for the elderly, handicapped, other weak categories, etc.: the city gives service vouchers for the elderly and they can buy services from the private or the third sector (associations).

Private services: Citizens buy services directly from the private organisations or from the third sector.

Main Models (7/7)

Koropi

The Managed Model: the incubator is owned by an organisation from outside the area and a contract is awarded to another agency for management. Rents and other charges are set by the owner. Services are either provided in-house as part of the management contract, bought in form outside, or provided by other agencies through networking, etc.

The Community Business Model: the incubator is owned by a locally controlled agency which sets the rents and other charges as an income stream for itself. In this way the community can further fund services out of the revenue received by rents and other charges.

The Self-Managed Model: the incubator is owned and controlled by the tenant social enterprises. In this model the services delivered to businesses would be chosen by the enterprises themselves.

Grazie Thanks
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Ευχαριστώ multumesc
Takk dziękuję dakujem hvala
Obrigado dziękować
tänan kiitos köszönöm aciu
Tack děkuji paldies
nizžik ħajr dank u wel



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