

Plymouth: A Social Enterprise Strategy 2020 - 2025



A vision for social enterprise in Plymouth

We recognise that the current emergencies we are facing - such as the climate crisis, inequality, poor mental health, racism and enduring poverty - are symptoms of the way that we organise our world and, particularly, our economy. The recent Covid-19 crisis has shown us that we need to re-think our economy to ensure we tackle all these issues more effectively. This includes re-imagining the role that businesses play in our economy and society.

The social economy is leading the way in showing how businesses can create value for communities, individuals and in the protection of our natural world.

Plymouth Social Enterprise Network believes that social enterprise is a fundamental way to help Plymouth become a better city to live and work in. This means a city where:

- Businesses are good for people and planet
- People with good ideas are supported to put them into practice
- Business ownership and wealth and power is widely shared
- Social enterprise is central to the way we do business
- There are a variety of social enterprise models such as co-ops, community businesses, Community Interest Companies and more
- Social enterprise is understood and people think of it as the model of choice when setting up a business
- Social enterprises have access to the very best business advice and investment.

Introduction

This strategy sets out a wide ranging and bold five-year vision for social enterprise in Plymouth. For us social enterprise means co-operatives, community businesses, trading charities, community interest companies and more.

Over the previous five years social enterprise has grown in our city. There are more of them. They employ more people. They work in the most disadvantaged areas of Plymouth and bring in more, much needed income to the city's communities. But going beyond that; the last five years has shown that a better way of doing business is not a work of fiction. It is real; right here and now and it is growing.

We face serious social, economic and environmental problems in Plymouth and the wider world. These have been brought into sharp focus by the Coronavirus/Covid-19 crisis. We must learn and build back better. We need to create a more compassionate, fairer, more diverse and more environmentally sustainable society.

Our strategy is developed on strong foundations. In 2013 Plymouth became the UK's first Social Enterprise City. That award - from Social Enterprise UK - recognised the scope, depth and activities of the social enterprise community in the city. The Social Enterprise City 'badge' has led to investment and business advice schemes; it has raised awareness of this type of business and has helped social enterprise become better understood and respected in Plymouth. But there is much more to do.

Social enterprises need great business advice, increased access to finance and markets and courageous institutional policies that enable and support. We need to stimulate start-ups, raise awareness with the general public and work in schools to inspire young minds and show that social enterprise is the past, present and future. We need to build a movement for social change through business.

The strategy builds on research we conducted with social enterprises in Plymouth in 2019 and 2020. It has been developed in partnership with a range of partners in the public and private sector and with social enterprises themselves.

Join us. Help us deliver this strategy. We believe we can, collectively, create a prosperous economy for all that tackles deep-rooted social and environmental problems.



YOUR IDEA STARTS HERE



YOUR

IF YOU HAVE AN IDEA THAT CAN
DIFFERENCE IN YOUR COMMUNITY
TO HEAR FROM YOU. LLOYDS BANK
A PLACE ON ONE OF THE SCHOOL
ENTREPRENEURS' INNOVATIVE LEA
PROGRAMMES AND A GRANT TO
DEVELOP AND GROW YOUR PROJECT

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ABOUT THE PROGRAMME

The programme is delivered by the School for Social Entrepreneurs – we've been supporting individuals since 1997. The programme has been generously funded by additional funding from the Government and other local organisations.

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school for
social
entrepreneurs

yourideastartshere.co.uk

School for Social Entrepreneurs Dartington: Business advice for social entrepreneurs

SSE Dartington helps develop the skills, strengths and networks that social entrepreneurs need to tackle society's biggest problems. SSE Dartington has been running programmes to help individuals and businesses for a decade and has an international network of teams.

Based at Dartington Hall Trust, and founded in 1997 by Lord Dartington, Michael Young, this is an ambitious experiment for regeneration based in Devon. SSE hopes to build a more caring, creative, equal world where people live a fuller life.

www.the-sse.org/schools/dartington

[@SSEDartington](https://www.instagram.com/SSEDartington)

[facebook.com/SSEDartington](https://www.facebook.com/SSEDartington)

yourideastartshere.co.uk

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Plymouth Social Enterprise Network is a registered Community Interest Company (number: 09130295)



Real Ideas Organisation: Heritage, culture and young people

Real Ideas has been making positive change happen for people, organisations and places since 2007. They deliver projects across Plymouth, the UK and internationally – all connected by culture, community and young people's futures.

Real Ideas breathes new life into old buildings and adds a social enterprise twist such as at Ocean Studios at Royal William Yard and the Market Hall in Devonport. Their flagship and HQ is the Grade I listed Devonport Guildhall, in the heart of Plymouth.

Real Ideas invests all profits back into its work with young people and communities; providing them with the opportunity and support to make change happen using their own ideas, energy and ability.

www.realideas.org

[@realideasorg](https://www.instagram.com/realideasorg)

[facebook.com/realideas.org](https://www.facebook.com/realideas.org)

About Plymouth Social Enterprise Network

Plymouth Social Enterprise Network (PSEN) was set up in 2011 and became a Community Interest Company in 2014. It is owned by its constituent social enterprise members and is managed by an executive committee which is elected at an Annual General Meeting. PSEN is set up to:

- Run a network which supports the development of social enterprise activity
- Raise awareness of social enterprise as a way of doing business.

You can find out more about the network at: www.plymsocent.org.uk

PSEN has two types of members:

- **Full membership** which is open to social enterprises in and around Plymouth. Full members can vote at network meetings. Full members are also members of, and own, the CIC.
- **Associate membership** is open to anyone or any organisation, such as partners and social enterprise support organisations that want to promote the aims of the network. Associate members do not hold any voting rights.

PSEN ensures that the needs and issues of Plymouth's social enterprises are heard in key policy and strategic settings; locally, regionally and nationally: e.g. Plymouth Growth Board, Inclusive Growth Flagship, Local Enterprise Partnership, Social Enterprise UK, etc. Our impact for members:

- We've led the Plymouth Social Enterprise City initiative which has seen over £6 million of investment and support for local social enterprises
- We've raised awareness of social enterprise as a way of doing business in the city - social enterprise is no longer fringe or 'alternative'. It is acknowledged and recognised as a serious business sector in the city. We are represented at the highest levels in economic strategy making
- We've worked with the City Council to improve procurement for social value
- We've brought more money to and built markets for social enterprises.

We are a valued strategic partner to Plymouth City Council, all the city's universities, higher and further education providers, the Local Enterprise Partnership and national organizations like SEUK, Power to Change and the Social Enterprise Mark.

What is social enterprise and why is it important?

Social enterprises are businesses that are changing the world for the better. Like traditional businesses they aim to make a profit but it's what they do with their profits that sets them apart – reinvesting or donating them to create positive social change.

Social enterprises can be co-operatives, community businesses, trading charities, community interest companies or take other legal forms.

Social enterprises are in our communities and on our high streets – from coffee shops and cinemas, to pubs and leisure centres, banks and bus companies. Famous examples include Big Issue, Divine Chocolate and the Eden Project.

Social enterprises exist in nearly every sector from consumer goods to healthcare, community energy to creative agencies, restaurants to facilities management. There are over 100,000 social enterprises throughout the country contributing £60 billion to the economy and employing two million people.

Social enterprises are creating jobs and opportunities for those most marginalised from the workforce, transforming the communities they work in and making the United Nations Sustainable Development Goals a reality. It's business for good and when they profit, society profits.

PSEN defines social enterprises as businesses that:

- Have a clear social and/or environmental mission set out in their governing documents
- Generate the majority of their income through trade
- Reinvest the majority of their profits in their mission
- Are autonomous of the state
- Are majority controlled in the interests of the social mission
- Are accountable and transparent.

Moments Café: Re-imagining the high street

Moments Café is based in the heart of Plymouth City Centre. It offers a safe environment for people to meet, eat and socialise. It is also a city centre hub providing information about dementia. The café also has a selection of conference and meeting rooms available on the first floor of the building. All profits go to Memory Matters; supporting people and families living with dementia in the community.

The interior of the cafe was designed to ignite conversation by recreating different eras in different zones of the cafe, including the 1950's, 60's, 70's and 80's. Moments pride themselves on good food, homemade on the premises; making dishes that are familiar, hearty and delicious! All food is sourced locally in Devon and Cornwall and they include both vegan and vegetarian options on the menu.

www.moments-cafe.com

@MomentsPlym

facebook.com/MomentsPlym



About social enterprise in Plymouth

There are an estimated **200** social enterprises in the city

Collectively these businesses bring in nearly **£600 million** of income each year to Plymouth

There are around **9,100** people employed in social enterprises in Plymouth

Half of social enterprises in the city earn under **£100,000** per year

One in three social enterprises in Plymouth turnover less than **£50,000** per year

56% of our social enterprise leaders are women

61% of social enterprises in the city pay the Real Living Wage compared to 33% of FTSE100 companies

94% of social enterprises in Plymouth offer support around employee well-being

Social enterprises in the city operate in:

- Arts, culture and creative industries
- Business services
- Education, training and employment
- Entertainment and hospitality
- Environment, recycling and energy
- Financial services
- Food and drink
- Health and social care
- Heritage
- Housing
- Media
- Sports
- ...and more...

Plymouth: Social Enterprise City



Plymouth and Bristol became the first 'Social Enterprise Cities' in the UK in September 2013. This award - from Social Enterprise UK (SEUK) - recognised the scope, depth and activities of the social enterprise community in the city.

This 'virtual' brand has been a powerful catalyst for the social enterprise movement in the city. It has led to over £6 million of investment into social enterprises in Plymouth from funders such as The Rank Foundation, Power to Change, Esmée Fairbairn Foundation, Seedbed and, not least, Plymouth City Council's own Social Enterprise Investment Fund which successfully invested £2.5 million into 40 social enterprises.

The Social Enterprise City badge has also helped to galvanise media, political and business interest in social enterprise. It has given us more confidence as a business sector and has helped opened doors with commissioners looking to purchase with social value in mind.

There has also been significant international interest in our work over the last five years. Delegations from the far north of Sweden to South Africa, from the heel of Italy to Jamaica, from Greece, Lithuania, Poland, Germany, Spain, The Netherlands and Finland have all come here to find out more about why and how Plymouth became the UK's first Social Enterprise City.

Continuing to promote Plymouth as the UK's best city for social enterprise frames the whole of this strategy.

There are now over 30 Social Enterprise Places across the UK including in Cornwall, Alston Moor, Solent, Oxfordshire, Birmingham, Gateshead, Salford and more.

The Social Enterprise Places movement aims to raise awareness, share learning and develop trading between the places. The programme is delivered by SEUK.

Plymouth Energy Community: Climate, energy and ownership

Plymouth Energy Community (PEC) is creating a fair, affordable, zero carbon energy system with local people at its heart. PEC is a charity and a social enterprise with a cooperative ethos, made up of members who want a better future for our community and planet. With a mission to increase local ownership and influence over local energy solutions and tackling fuel poverty and the climate crisis, PEC has raised multi-million pounds of investment to develop solar installations on schools, Plymouth's leisure centre and in developments on land in the city.

PEC's family of organisations purposely uses a cooperative, member-led structure to allow community representatives to take leadership on local solutions to the climate emergency and the energy transition.

www.plymouthenergycommunity.com

[@plymenergycom](https://www.instagram.com/plymenergycom)

[facebook.com/PlymouthEnergyCommunity](https://www.facebook.com/PlymouthEnergyCommunity)

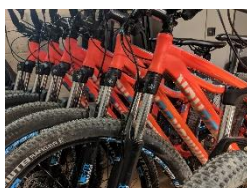


It's already happening: A day in the life of a Social Enterprise City

Coffee for breakfast
Ocean Studios



Grab a bike
Bikespace



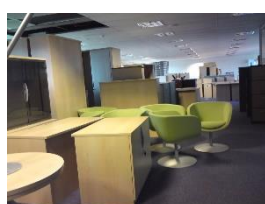
Ride to my office
Millfields Trust



Get some photos done
Fotonow



Buy a recycled desk
Surplus Rescue



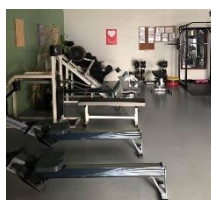
Do some banking
Plymouth Credit Union



Borrow some tools to fix house
Borrow Don't Buy



Go to the gym
The Mindset Project



Book a dentist appointment
Peninsula Dental



Continue my learning
Marjon University



Pick up kids from childcare
Seedlings Nursery



Head to the skate park
PRIME



Advice on starting a business
Iridescent Ideas



Have a pint with friends
Billy Ruffians Brewery



Head home
Plymouth Community Homes





Livewell Southwest: New healthcare models

Livewell Southwest is a social enterprise provider of integrated all-age NHS and social care services operating across South Hams, West Devon and Plymouth. Being a social enterprise and integrating health and social care means that they can deliver care for people in new ways which are more efficient and locally responsive.

Livewell's services are diverse: community nursing; physiotherapy; community mental health services; social work; health improvement services; services for children and young people as well as a wide array of general and specialist inpatient services.

Livewell Southwest is one of the largest community health and social care enterprises in the UK. Working closely with the Devon Sustainability and Transformation Partnership, Livewell employs nearly 3,000 people who live and work in the local area with a commitment to providing outstanding care. As a social enterprise, Livewell commits to re-investing any surplus back into services – allowing them to continually deliver better care to the communities they serve.

www.livewellsouthwest.co.uk

@livewellsw

facebook.com/livewellsouthwest

Priority 1: Stimulating social enterprise

What?

- We want social enterprise to be the model of choice for aspiring entrepreneurs
- We need to demonstrate, to more people, what social enterprises are already doing in the city
- We want to enable people to find out more about social enterprise and start them where they live and work in Plymouth
- We need engaged, active citizens who can help create a more socially entrepreneurial environment
- We want young people to find out and learn more about social enterprise in their schools, colleges and universities
- We need more diversity in the social enterprise movement in Plymouth – we want to encourage more Disabled people, people from Black, Asian and other Minority Ethnic communities, and other underrepresented communities to set up social enterprises
- We need to create more opportunities for social enterprises and community businesses to be able to take on physical assets
- We need to stimulate social enterprise in the arts and cultural sector – an area Plymouth is already strong in
- We need to promote careers in social enterprise – particularly with larger social enterprises – to show that a profession is possible and rewarding.

How?

Actions	Partners we want to work with
Showcase the best of Plymouth's social enterprises at the annual Social Enterprise City festival	PSEN lead
Provide social enterprise experiences in schools, colleges and universities at careers fairs and through enterprise education	RIO, universities, schools, colleges
Promote a diverse social enterprise movement, work with partners such as Diversity Business Initiative (DBI), Pride in Plymouth and others to encourage social enterprise start ups	DBI, Pride in Plymouth, POP+ networks
Build careers in social enterprise – explore promotional campaigns with larger social enterprises	Universities, schools, colleges, Livewell SW
Stimulate better policy and legal framework for community businesses and social enterprises to take on physical assets	PSEN, SEUK, Plymouth City Council (PCC)

Priority 2: Growing markets for social enterprise

What?

- We will enable more people, public authorities and businesses to understand and buy from Plymouth's social enterprises
- The number of social enterprises in Plymouth has grown over the last five years and in our research these businesses told us they needed access to markets and marketing support
- SEUK has a national 'corporate' Buy Social campaign to promote social enterprise in business supply chains – we would like to replicate that in Plymouth
- Compared to the national average, there are fewer social enterprises that sell direct to the general public in Plymouth. We need to raise awareness of those that do and also stimulate new businesses to enter these markets
- National research has shown that use of the Social Value Act in commissioning and procurement is patchy across the public sector. Plymouth City Council has been pioneering in its Social Value policy. We need to replicate that and advocate across all anchor institutions and public agencies in Plymouth
- Social enterprises can also buy from each other to help each other grow. We need to enable this to happen more effectively.

How?

Actions	Partners we want to work with
Create a PR campaign to raise awareness of social enterprise amongst the general public	PSEN lead
Explore a Plymouth corporate 'Buy Social' programme to encourage use of social enterprise in supply chains	Chamber of Commerce
Promote the Social Value Act and its use amongst public sector organizations particularly organizations that have had limited engagement so far such as Clinical Commissioning Groups, Ministry of Defence, Police and NHS.	Public sector agencies
Encourage social enterprises to buy from each other and from other ethical businesses in and around Plymouth	PSEN, POP+, Chamber of Commerce, FSB



Diversity Business Incubator: Supporting Black, Asian and Minority Ethnic entrepreneurs

Diversity Business Incubator (DBI) aims to harness and ignite entrepreneurial momentum in deprived communities with a focus on Black, Asian and Minority Ethnicity entrepreneurs in the south west of the UK. DBI brings together comprehensive and sustainable business support and aims to create wealth and a rise in start-ups from the community.

DBI delivers a range of mentoring, coaching, business advice and capacity building work to boost the skills of entrepreneurs, help them thrive in business and integrate effectively into the wider community. DBI is particularly celebrated for its award ceremonies that raise the profile of Black, Asian and Minority Ethnicity entrepreneurs.

www.dbi.org.uk
[@DBIDEVON](https://www.instagram.com/DBIDEVON)
[facebook.com/DBIDEVON](https://www.facebook.com/DBIDEVON)

Priority 3: Access to world class business support

What?

- We want to see world class, social enterprise specialist business advice that enables people to set up and develop resilient, sustainable social enterprises. Social enterprises flourish when there is a strong 'ecosystem' of support. This includes access to finance, supportive institutional policies, access to training and very importantly, access to great business advice. Our research shows that social enterprises need specialist, sector-knowledgeable advisers. Our research shows that business advice should focus on:
 - Access to finance and financial management
 - Digital skills and better use of digital technology
 - Start-up support including specialist knowledge of appropriate social enterprise legal structures
 - Marketing, branding and PR
 - Recruitment, development and management of people
 - Leadership development
 - Tax and regulations advice, especially for smaller social enterprises.
- An important existing business support programme - the EU funded, Enhance Social Enterprise scheme - comes to an end in 2020. It is important we advocate for a new programme to replace it.

How?

Actions	Partners we want to work with
Create a specialised business support programme for social enterprises at start-up and development stages – following and learning from the Enhance Social Enterprise scheme	HOTSW LEP, DSSE, DCC
Boost digital skills and use of digital technology in business development	Cosmic, HOTSW LEP, PCC
Support and advice to help social enterprises win public sector contracts	Public sector agencies
Support to help the sector become more investment ready and better able to manage investment and finances	HOTSW LEP, PCC
Explore ways to market social enterprises more effectively	PSEN lead
Investigate a leadership programme for social enterprises at start-up, growth and mature phases	Universities, PSEN

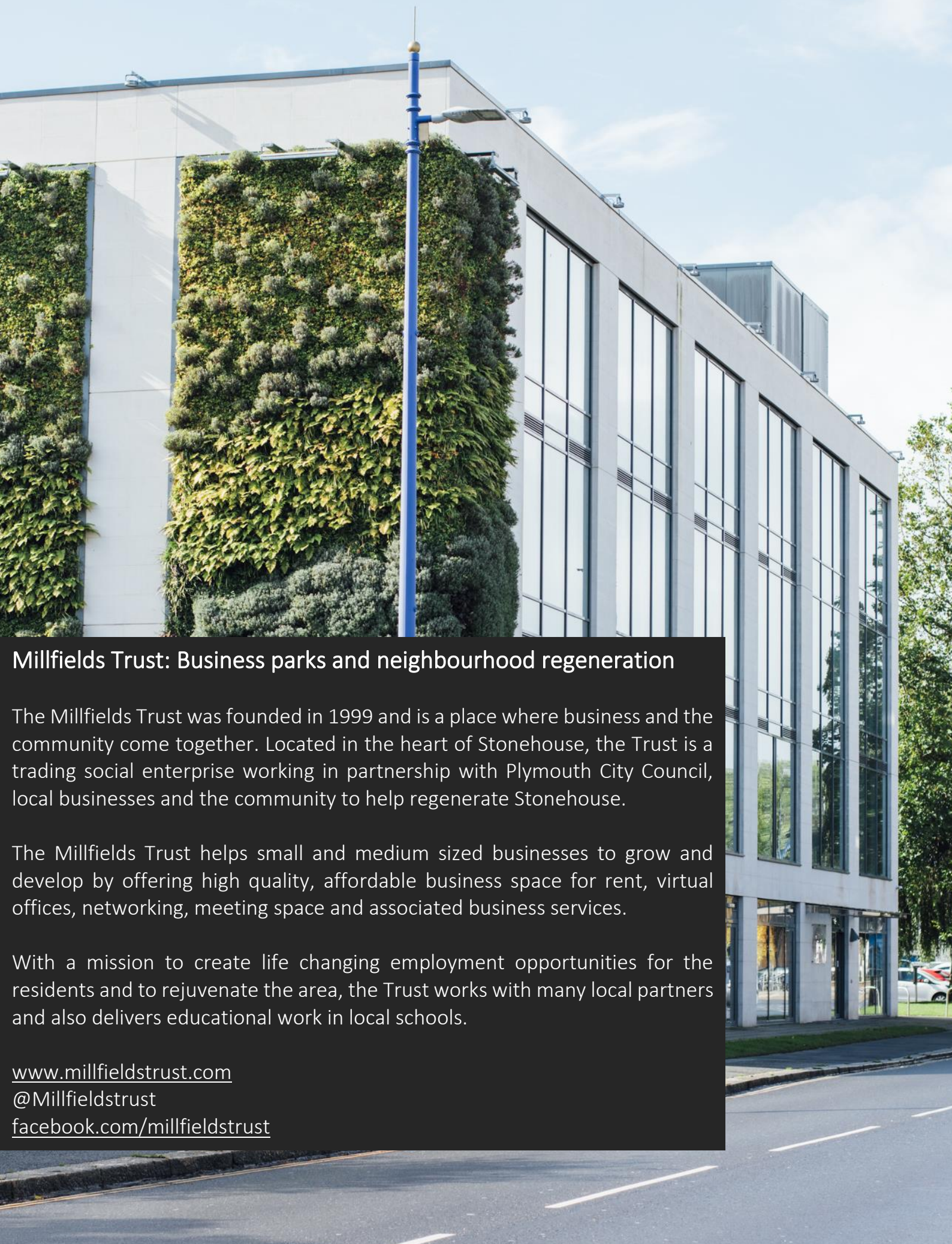
Priority 4: Increasing funding and finance for social enterprises

What?

- Our research in 2019 found that access to appropriate finance and investment was the number one priority for social enterprises in Plymouth
- Plymouth's City Council's Social Enterprise Investment Fund (SEIF) was a notable success – we would like to explore a new version of this, learning lessons about what was successful and what was not
- Organizations like Rank Foundation, Power to Change and others are currently investing in Plymouth. We need this money to go further and be continued to 2025 and beyond
- We should investigate different forms of finance, for example, community shares are a great way for social enterprises to raise investment and be accountable to communities
- Take up of Social Investment Tax Relief has been non-existent in Plymouth, yet it provides an opportunity for social enterprises to raise money. We need to increase awareness and take up of this valuable resource
- We need to help social enterprises to become less reliant on grants and build their commercial, earned incomes.

How?

Actions	Partners we want to work with
Expand use of community shares by showcasing great examples where this has worked and link with the Community Shares Unit to promote this type of fundraising	Power To Change, Community Shares Unit, PCC
Investigate 'repayable grant' schemes with relevant investors and funders	Rank Foundation, other funders
Encourage use of Social Investment Tax Relief by clearly explaining it and working with Big Society Capital (BSC) to support their campaign on this	BSC, Government, SEUK
Explore a new version of Plymouth City Council's SEIF	PCC
Encourage Rank Foundation, Power to Change and others to continue to invest in the city	Relevant funders
Work with POP+ and others around increasing understanding of and access to social investment	POP+, social investors
Work with social investors to advocate for more flexible investment that works for local social enterprises	Social investors



Millfields Trust: Business parks and neighbourhood regeneration

The Millfields Trust was founded in 1999 and is a place where business and the community come together. Located in the heart of Stonehouse, the Trust is a trading social enterprise working in partnership with Plymouth City Council, local businesses and the community to help regenerate Stonehouse.

The Millfields Trust helps small and medium sized businesses to grow and develop by offering high quality, affordable business space for rent, virtual offices, networking, meeting space and associated business services.

With a mission to create life changing employment opportunities for the residents and to rejuvenate the area, the Trust works with many local partners and also delivers educational work in local schools.

www.millfieldstrust.com

@Millfieldstrust

facebook.com/millfieldstrust

Priority 5: Policy, advocacy and movement building

What?

- PSEN declared a climate emergency in 2019. Advocating for business that puts people and planet before profit is a crucial way of tackling the climate crisis
- Social enterprises need to be well represented with a range of strategic partners and within economic, social and environmental policy making.
- There is an emerging set of social enterprise networks across the south west. We should work with, support and promote these networks
- PSEN has a seat on Plymouth's Growth Board – the body that oversees the city's economic strategy - and chairs Plymouth's Inclusive Growth Group – the committee looking at building a fairer economy. We need to make more of these roles by advocating this strategy in those forums.
- As a leading social enterprise place within the national SEUK places scheme we should continue to promote Plymouth's work at this forum
- We need to build alliances across the broad business for social change movement – engaging locally, regionally and nationally with the co-operative movement, charities and the voluntary sector, community businesses and other relevant 'new' economy, environmental and social movements.

How?

Actions	Partners we want to work with
Follow up and review the climate crisis declaration made by PSEN in 2019 and deliver key actions to reduce our impact	PSEN lead
Ensure social enterprise in Plymouth has a strong local, regional and national voice	PSEN, SEUK, other social enterprise networks
Strengthen co-operation across Plymouth, the south west, the UK, Europe and the world and work with other local, regional and national networks to promote social enterprise	SEUK, other social enterprise networks
Advocate for social enterprise with the Local Enterprise Partnership and other relevant economic policy makers	HOTSW LEP, PCC, SEUK
Promote social enterprise and this strategy at Plymouth's Growth Board and Inclusive Growth Group (IGG)	Growth Board, IGG, PCC
Promote Plymouth through the national social enterprise places scheme with SEUK	SEUK, other social enterprise places
Build alliances with co-operatives, community businesses, trading charities and other similar business groups and networks	Co-op networks, POP+, FSB, other networks



Flameworks: Creative arts and social enterprise

Flameworks is a creative arts facility based in Devonport, Plymouth, providing affordable artists' studios and supporting a network of over 60 artists and makers. It hosts a community of professional artists ranging from painters and illustrators to blacksmiths and sculptors and provides communal facilities and equipment that allow artists and recent graduates to continue their professional practice. Associate members can benefit from being able to hire specialist equipment such as forges, pottery wheels, kilns and lampworking torches.

Flameworks is a Community Interest Company and is managed by a board of directors and volunteers. It was established in 2000 by former staff and students of Plymouth College of Art to address graduate retention issues in the area and provide workspace for local artists. Flameworks is one of the largest managed workspaces in Devon and Cornwall.

www.flameworks.org

[@Flameworks1](https://www.instagram.com/Flameworks1)

[facebook.com/flameworks1](https://www.facebook.com/flameworks1)

How we will work: Partnerships

We can only deliver this strategy by working in partnership. We need a collective of visionary and bold organizations to help create the prosperous, fair and inclusive economy we want. We would like to see social enterprise at the heart of the city's public life. Our key partnerships will be with:

- Plymouth City Council
- University of Plymouth
- Plymouth Marjon University
- Plymouth College of Art
- City College Plymouth
- POP+ (Plymouth Voluntary Sector)
- Chamber of Commerce
- Federation of Small Business
- School for Social Entrepreneurs Dartington
- Heart of the South West Local Enterprise Partnership (HOTSW LEP)
- Plymouth Growth Board
- Plymouth Inclusive Growth Group
- Environment Plymouth
- Social Enterprise UK and the social enterprise places movement
- Social Enterprise Mark
- Social enterprise networks across Devon and Somerset
- Schools in Plymouth.

We also need to recognise and link this strategy with many others relevant to our work. The keys ones include:

- UN Sustainable Development Goals
- The UK's Industrial Strategy
- The national Civil Society Strategy
- HOTSW LEP's Industrial and Productivity Strategies
- Plymouth's Economic Growth Strategy
- Plymouth's Co-operative Development Strategy
- ...and more...

How we will work: Measuring success

We want to create a culture of social impact and successful business. The implementation of this strategy will be led by Plymouth Social Enterprise Network working with partners described above.

We will monitor implementation of this strategy through PSEN's elected board of directors. We will set out more detailed action plans against each element of this plan where relevant.

We will hold an annual event to review progress and conduct research and consultation amongst our members at regular intervals to assess emerging themes and ensure we are responding to the local social enterprise community's needs.

Nudge Community Builders: Co-operation, community ownership and renewal

Nudge is a community benefit society founded by local people to bring empty buildings on Union Street back into use. Their vision is to make the street a place the whole world loves!

The organisation is owned by local people and community share investors. They run three buildings along the street including The Clipper, which had been a 24-hour pub before standing empty for several years. Nudge bought and renovated the pub creating two homes to meet local need and a mini market area on the ground floor for local social entrepreneurs. They spend 70% of their income within one mile and 95% in Plymouth, and have a busy creative programme of activity along the street in collaboration with local artists.

Nudge sparks lasting change in surprising and enterprising ways that make an impact in three ways. They nudge neglected buildings and spaces to feel safe and loved. They nudge local people to be brave, resilient, creative and healthy and they nudge local and national change to support other communities by using their stories and leading by example.

www.nudge.community

@nudgecommunity

