



**EAST MIDLANDS REGIONAL ASSEMBLY  
PROMOTING SUSTAINABLE DEVELOPMENT GROUP**

**27 April 2005**

**10am at Environment Agency offices, Trentside, Nottingham**

**AGENDA**

1. Apologies
2. Notes and Matters Arising from Previous Meeting
3. UK SD Strategy
4. Public Procurement
5. Expo Event
6. Audit of SD in Education
7. Date of Next Meeting (28<sup>th</sup> June 05)
8. Any Other Business



# BEST Procurement

## Outline Plan 2004-2007

### 1. Introduction

SEEM and Partners have developed a programme of work to develop the public market for social enterprise and social enterprise's capacity to deliver to this market at the same time, called BEST Procurement. In delivering it we expect to increase the conversion rate between public expenditure and social improvement within the East Midlands Region. We have chosen to focus a major programme of work on this topic because:

- There is urgent need to capitalise on current high-level public policies supportive of achieving social improvement through procurement at the level of the labour market and society itself.
- The majority of the current generation of social enterprises deliver goods and services the market for which lies in the public sector.
- The public sector is likely to remain a key market for social enterprise because it is beyond debate that it should advance the interests of society as far as possible and it will continue to rely on the supply of contracted goods and services for its operation. The main areas of debate are what does advance society's interests and in what ways should the public sector use its powers to support this advancement.
- There is overwhelming stakeholder support within our Region for this new approach to opening up opportunities. The programme will take a strategic look at market analysis, anticipating and building social demand in contracts.
- There are some examples of social enterprises successfully delivering public sector contracts however the benefits to both parties remain largely under-analysed and we feel there is significant scope for growth in this area.
- There is much potential to create advances and significant value however there are many barriers and pitfalls relating to procurement rules and the nature of the market. So far efforts to progress this agenda have tended to be focused on awareness raising or on the supply or demand side rather than both at once. This programme will ensure success by starting with opportunity analysis and working to create demand, build supply capability and navigate through the maze of difficulties.
- We have been successful in winning significant ESF support to deliver the programme through the **Equal** Community Initiative Programme. SEEM has previous experience of being a lead partner in a large Equal programme.

- SEEM operates a Social Enterprise Development Fund which may offer some opportunities for social enterprises to win financial assistance complementing the business support that will be offered through the BEST Procurement Programme.

## **2. Programme aims and objectives**

### **Aim**

The overall aim is to increase the conversion rate between public expenditure and social improvement within the East Midlands Region. This will be achieved by demonstrating improved value for public money, establishing social enterprises as key delivery agents for this goal.

### **Objectives**

1. To achieve an increase in the number and quality of public sector procurement strategies and practices achieving economic, social and environmental objectives concurrently.
2. To create a new market opportunities within the public sector appropriate to social enterprise, focused on achieving the objectives above and matched with the potential capacity of the social economy to deliver within the programme timeframe.
3. To develop the capacity of the social enterprises though provide targeted support to develop appropriate business models, win and sustain contracts.
4. Achieving real improvement in society, in particular equality in the labour market through improving and creating quality, inclusive employment opportunities.

## **3. Timing**

The initial programme will be delivered in three phases:

The first phase will be used to identify attractive opportunities to target for action and build the partnership. September 2004- May 2005

The second phase will be used to test ways of taking action to deliver the programme objectives. May 2005- June 2007

The third phase, which overlaps with the second, will be used to embed the useful findings from the pilots within wider implementation group and updating policy linkages. May 2005- December 2007

## **4. Partnership**

The programme will be delivered by a partnership of organisations including

- Between five and ten Partner Organisations in the public sector (local authorities and health sector) who are signed onto working across departments to identify opportunities for social objectives to form added value outputs within contracts.

- Four Partners ensuring diversity, equality and empowerment within the approaches taken by the programme and providing policy and looking after the interests of four target groups- women, BME communities, people over 50-years old and people with disabilities.
- Around three strategic-level partners who will develop and maintain links to the mainstream and influence policy.
- One research partner to support the considerable efforts needed analyse data, prioritise opportunities and formulate findings as tools.
- Around eight to twelve Partners implementing social enterprise support and measures and supporting the voluntary and community sector to become more enterprising in the public sector market. The measures will be designed in response to social enterprise development needs and market opportunities. Two Social Enterprise representatives are also invited to assist in informing and steering the project.
- Three Transnational partner(s) (see section on the European dimension for further details)

Partner recruitment will largely be handled through invitations to “tender” based on briefs approved by the programme steering committee. Selection of partners will be made based on assessment of applications against relevant criteria. Occasionally it may be necessary to make a strategic Partner selection through targeting an organisation known to be in a position to deliver against an identified need due to time or other constraints.

## **5. Wider Stakeholder Engagement/ Communications**

Other stakeholders needs and views will be considered and represented as follows:

- The SEEM Board will have representation on a steering committee for the BEST Procurement programme. Regular updates will be made to the rest of the Board.
- “Beneficiary” representatives will be involved in decision making through the Partner supporting them. They will be supported to access meetings with the public sector seeking innovative solutions to specification of requirements and public sector supply.
- Social enterprises will be supported to recruit employees through existing labour market programmes where appropriate and success rates will be monitored with the agencies running these programmes.
- Social enterprises will be involved in decision making in two ways
  - Through forming a panel assessing business opportunities identified by the programme.
  - By appointing representation to the steering committee. The representative is likely to be drawn from SEEM’s various sub-regional fora.
- Social enterprises will be kept informed of progress in the following ways

- Dissemination of reports through sub-regional fora
- Reports on SEEM's website
- SEEM's newsletter
- Training, workshops and events
- Dissemination of contract opportunities created and identified will be handled through a range of mechanisms such as websites and bulletins. These dissemination tools are likely to reside in the public arena and be linked to mainstream initiatives. The programme will target awareness of these tools within social enterprises and link with other initiatives rather than inventing new ones.
- Local authorities and other public sector bodies who do not join as partners in the early stages may have the opportunity to join later in the programme to benefit from some of the useful practice. All interested parties will be invited to dissemination events and will be kept informed through their own networks e.g. the LGA.
- Those providing business support and advice to social enterprise who do not become partners will be kept informed of progress through regular mailings and the SEEM newsletter. They will be invited to attend training and dissemination events. There may be a second opportunity for this category of stakeholders to join later in the programme to support them to take up useful practice developed by others or in response to demand.
- Strategic and policy related stakeholders will be kept informed through press releases and similar updates. Policy development workshops will be held at key points in the programme to which they will be invited.

## **6. The Leading Principles of the Equal Programme**

### **Equal Opportunities**

An important aspect of the programme will be to ensure equality of opportunity in all its activities. The Steering Committee will consider these issues first on its agenda at each meeting. The Partnership will develop and agree a common Equal Opportunities Policy and an action plan, the implementation of which will be monitored.

### **Empowerment**

Another key aspect of the programme will be to incorporate empowerment into the approach taken to all work. During the first phase groups and individuals will be given an opportunity to help select the market opportunities to be pursued through a participatory research programme.

During action 2 the beneficiaries will be encouraged to get involved in designing innovative solutions together with the public sector. Face to face meetings will be carefully planned to ensure everyone is enabled to participate fully, e.g. holding them in variety of locations, providing an opportunity to contribute to the agenda, circulating accessible information prior to the meeting, developing shared aims and priorities, setting terms of reference, support

where needed for personal development, accessible venues, assistance with dependent care and supported pre-meetings. Feedback from each meeting will be collected and analysed to inform planning for the next one. Every participant will be expected to participate in this process and every participant's needs will be fully considered by the project team prior to the meeting to ensure equality and also to promote that this is not an activity only for the benefit of people considered "disadvantaged". One of the lasting benefits of this process could be a change in the perception of the public sector about the usefulness of consulting with these groups in future.

The target groups will also be consulted with as stakeholders as part of the social accounting process. This will be done on a wider basis and will include involvement mechanisms such as focus groups and anonymous feedback opportunities.

### **Innovation**

The project seeks to ensure that all innovative measures are properly tested from a number of angles. In addition innovative ideas will be screened prior to testing to ensure that, as far as possible, they offer an improvement to a previous measure rather than simply a difference.

### **European Dimension**

The programme will establish a partner with the EU who is also funded under the Equal CIP in order to develop an area of work jointly. The specific location and type of partner to be sought will depend on the market opportunities identified during the research. In this way activity can be focused on an issue likely to have maximum impact for both parties.

In order to build a transnational partnership agreement, project briefs for joint work outlining the selected areas will be published. These will be used as a basis for negotiating a programme of work with potential Partners we identify and those who approach us.

The European audience for the useful findings from the programme will also be considered and targeted as appropriate.

## **7. Delivery structure**

The working mechanisms of the partnership will be developed according to the skills, needs and situations of the partners recruited and the eventual target opportunities. The partnership diagram seeks to clarify the relationships between partner groupings.

## **8. Steering**

The programme will be directed by a steering committee representing the broad interests of the partnership and having a degree of devolved authority from the SEEM Board. The committee will meet bi-monthly over the course of the programme to inform key decision points. The steering committee will prioritise the pursuance of equal opportunities and empowerment.

## **9. Links to other work**

### **SEEM and Partners' work**

The following headings are drawn from the Social Enterprise Strategy for the East Midlands.

- **Creating a Strong Support Structure for Social Enterprises**

#### ***Business Support for Social Enterprise***

The topic of access to the public market needs to form a formal part of accredited training programmes for those advising social enterprise, informed by the findings of the BEST Procurement programme.

SEEM needs to continue to pursue appropriate solutions for business support to social enterprise as the provision made through this programme will not be a solution to the wider issue of business support.

Business Support measures set-up under the BEST Procurement Programme will be captured on SEEM's business support signposting database.

Methods of analysis of the public market developed under BEST Procurement may also be of use in developing the public market for business support for social enterprise.

#### ***Finance and funding***

There may be some finance and funding needs particularly related to social enterprises developing a response to the public market. These will be captured in order that appropriate action may be taken. The delivery of the Regional Investment Action plan will need to take account of the supply and demand needs being identified through BEST Procurement.

#### ***Networks and fora***

The SEEM sub-regional social enterprise fora will be a useful vehicle for dissemination of opportunities and findings.

The Programme may also set up other networks, the need for these shall be assessed together with their relationship to existing networks in order to minimise duplication and maximise focus.

An assessment of the sphere of influence of Partner organisations will be made when they join allowing existing networks to be used to best effect.

BEST Procurement fora will be set up on the SEEM website.

#### ***Training***

There may be an opportunity to contribute BEST Procurement learning to the EMSSE programme and other learning and training measures such as the development of accredited business advisor training.

- **Establishing a key role in regional and sub-regional policies and links to national policy**

The programme will support SEEM in developing its visibility with policymakers. SEEM has already established links with the Sustainable Procurement Subgroup of the East Midlands Regional Assembly and anticipates developing links with many other strategic and policy based organisations and individuals. This programme has significant potential for policy development within the contexts of sustainable development, public procurement, social enterprise development and labour market equality and diversity. It may also offer lessons for economic development and public service delivery. Thus it broadens SEEM's knowledge base allowing informed response to and proactive pursuance of a wider range of consultation topics and a wider range of audiences.

- **Supporting the development of priority trade sectors and business opportunities**

BEST Procurement plays a major role in the delivery of this objective. SEEM's pre-existing priority trade sector development work includes the Sports Social Enterprise project to which there is a particular link around health related public sector expenditure and policy. The Community Renewables Initiative under investigation could also be linked with resulting added value.

The Co-purchasing scheme SEEM operates in partnership with Via3 may build some capacity and supply chain relationships within the social economy and if so this should be built on within the BEST Procurement Project.

- **Developing the role of Social Enterprise East Midlands**

The programme will contribute to building an understanding of the strengths and weakness of SEEM as a model and as an organisation. The approach taken to the delivery of the programme is in line with the identity SEEM has developed over the past two and a half years as a co-ordinator, consensus builder, catalyst and enabler of partnership working.

The programme will also be used to consider directly the revenue generation potential of different activities, informing the debate around SEEM's future delivery model.

### **Other Organisation's work**

There are many social enterprise and voluntary sector specific developments relating to public sector procurement. There are also many mainstream procurement developments that will have a bearing on the programme.

### **Some Social Enterprise & VCS Specific Initiatives:**

- The DTI's Public Sector Procurement Toolkit for Social Enterprises- published October 2003.
- A guide on Tendering for Public Sector Procurement developed by the Supporting the Social Economy DP and published by the Scottish Executive for Social Economy Organisations in Scotland.
- The Home Office's Guide to procurement of services from the VCS aimed at the public sector.

- A policy discussion document available on the Treasury's website offering views on the role of the third sector in public service delivery.
- A supplement published by Social Enterprise Magazine in 2004 with sponsorship from the Social Enterprise Unit at DTI.
- Conferences- one run by Social Enterprise Magazine on the 20<sup>th</sup> October 2004 focusing on Public Sector Procurement and one held by the Social Enterprise Institute at Herriot Watt University earlier in the year.
- A guide being worked on by the Social Enterprise Coalition to Procurement Officers and others in the Public Sector to persuade them of the merits of procuring from social enterprise to be published summer 2005.
- "Proactive Procurement" Guidance Note published by Co-ops UK in October 2004 aimed at Local Authorities and focusing on social enterprise related issues.
- The website at [www.nearbuyou.co.uk](http://www.nearbuyou.co.uk) which provides a place to advertise public sector contracts and for social enterprises to advertise.
- The publications by Anna Coote (Ed), "Claiming the Health Dividend", 2002, King's fund and Macfarlane/Cook, "Achieving Community Benefits through Contracts" , 2002, Joseph Rowntree Foundation offer rich sources of research supportive of social enterprises' roles in public sector service delivery.
- The Futurebuilders funding initiative to support VCS organisations in developing capacity to deliver public services.
- A working group set up in 2005 by GOEM to address VCS and procurement issues, taking into account the Futurebuilders programme.
- SEL's Local Authority Connect programme which promotes the potential of contracting with social enterprise.
- Aspects of several of the other Round 2 Equal Theme D Development Partnerships, in particular SEASY led by SCEDU.
- Previous work undertaken by the Social Enterprise Partnership and SSEER under Round 1 of Equal.

### **Some Relevant Mainstream Procurement Developments:**

- In Summer 2005 the Small Business Service are planning to launch a web portal that will be used to advertise lower value public contracts to SMEs.
- The OGC are developing a standardised Pre-qualification Questionnaire and also guidance on the use of social considerations.
- There are (Local Government) Centres of Excellence being developed in the English Regions that have a lead role in sharing good practice on procurement. There is also a planned NHS Regional Procurement Hub
- The current National Procurement Strategy for Local Government runs until 2006 and is supportive of the use of social considerations in specifying work.
- An increasing move towards e-procurement, which offers both opportunities and threats.



											Dimensions		Capacities			
13.45	14.00	14.15	14.30	14.45	15.00	15.15	15.30	15.45	16.00	16.15	Length	Width	theatre	classroom	boardroom	
h orgs, support orgs etc											31	16	450	200	70	
Keynote Speaker	AWARDS										40	23	350	150	75	
											30	10	150	80	50	
SEEM Training											10	8	100	50	36	
											14	8	80	50	36	
											14	8	80	50	36	
			UKFEI (15-18)									5.1	9	36	20	24
											5.1	6.6	26	12	14	
UKFEI Skills (8)											5.1	3.3	N/A	N/A	10	
											5.1	3.3	N/A	N/A	10	
UKFEI Bio Energy? (10?)											5.1	3.3	N/A	N/A	10	
											5.1	3.3	N/A	N/A	10	
											5.1	3.3	N/A	N/A	10	

# **EAST MIDLANDS REGIONAL ASSEMBLY**

## **PROMOTING SUSTAINABLE DEVELOPMENT GROUP**

27 April 2005

Item 6

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### **AUDIT OF SUSTAINABLE DEVELOPMENT IN EDUCATION**

#### **1 Introduction**

- 1.1 At its meeting on 14<sup>th</sup> March 2005, the Promoting Sustainable Development Group discussed a project proposal developed by the recently formed Education for Sustainable Development Group to survey and report on education for sustainable development in the East Midlands. Clark Field is liaising with the Education for Sustainable Development Group
- 1.2 It was agreed that Clark Field would revise the proposal in light of the discussions and that this could then be used to approach organisations for funding.

#### **2 Revised Proposal**

- 2.1 The revised proposal is attached overleaf for further discussion at this meeting.

#### **3 Expressions of Interest**

- 3.1 The Education for Sustainable Development Group is seeking expressions of interest from regional organisations able and willing to commit some funding towards the project.

## **Proposal to survey Education for Sustainable Development in the East Midlands**

### **Aim**

To survey and report on the current situation with regard to Education for Sustainable Development (ESD), recognising and sharing good practice across the East Midlands region.

### **Objectives**

In undertaking the survey it is intended that the following objectives will be achieved:

- Identify organisations active in the area of ESD across the East Midlands
- Establish the extent of current networking arrangements related to ESD and the desirability to extend/co-ordinate such activity
- Match initiatives (locations/organisations) in a particular area of ESD with locations/organisations inactive but wishing to introduce similar activities
- Raise the awareness of members of the Promoting SD group of the extent of current ESD in order for the group to consider how this could be better promoted
- Produce a report outlining the extent of ESD in the public sector in the region, recognizing current shortfalls and recommending work that should be happening.
- Determine the ESD activity in other regions, in particular regional/strategic approaches.
- Make recommendations to EMDA for a more strategic approach to ESD in their region from 1/04/06.

### **Rationale**

Education for Sustainable Development (ESD) is the cornerstone of Sustainable Development (SD). ESD overtly informs and affects experiences which impact on practices in daily life and leads to changes in the consciousness of the wider population. The 2005 UK shared framework for sustainable development 'One future-different paths' recognises the importance of general awareness raising. One outcome of the work will be to showcase good practice, in particular bringing about behavioural change.

### **Scope of the Survey.**

Public Sector in the East Midlands Region to include Schools, FE and HE Organisation, Adult and Continuing education, Local Authorities, Wildlife Trusts, BTCV and Groundwork, Voluntary Groups and Charities, Development Education and Youth organizations.

### **Activities, timeframe and costs.**

A steering group would be established to co-ordinate the process. It is anticipated that the survey work would be undertaken in two phases Phase 1 undertaken June to September and Phase 2, subject to funding, October to December 2005. The outline budget for Phases 1 and 2 would extend to £25,000. At this stage we are seeking expressions of interest from Regional organisations able and willing to commit a minimum of £2,500 towards the cost of the overall project.

Clark Field