

**GREATER MANCHESTER SOCIAL ENTERPRISE ADVISORY GROUP**  
**- TERMS OF REFERENCE**  
**FINAL DRAFT**

**Purpose:**

We will work together to advise the Mayor of Greater Manchester (GM), the GM Combined Authority (GMCA), and the GM Local Enterprise Partnership (GM LEP) on the delivery of the ambition for social enterprise in Greater Manchester. Specifically we will focus initially on identifying and advising on the actions needed to 'create the conditions for social enterprises and co-operatives to thrive' as outlined in the GM Local Industrial Strategy.<sup>1</sup>

Our aim is to help create a social enterprise sector which contributes towards greater productivity, flexibility and agility that will see Greater Manchester become more competitive locally, nationally and internationally.

**Aims:**

We will share the common goals (through the work we do in our own respective organisations and through the work we do as Members of this Group), that include:

- Establishing a clear understanding of the social enterprise 'sector' in Greater Manchester and its contribution towards the local economy.
- Ensuring a pathway of support exists that is tailored as required to the needs of social enterprises.
- Ensuring the systemic conditions for social enterprises to thrive are in place (including financial, strategic / policy, and regulatory conditions).
- Identification of, and innovation in, areas of market opportunity, with particular reference to the GM Local Industrial Strategy.

**Objectives:**

Articulation of the conditions that social enterprises need to thrive, including:

- **Research and intelligence** – a clear mapping and understanding of the social enterprise 'sector' in Greater Manchester, including its reinvestment of profits into 'social good'.
- **Raising awareness and profile** – for consumers to understand social enterprise, 'buy social' and gather collective support from business, universities and the public sector.
- **Influencing public and business sector procurement** – to enable more purchasing from organisations which will generate more 'social value' including social enterprises and advise on current procurement arrangements.
- **Identification of the market and investment opportunities** – linked back to the Local Industrial Strategy, but also looking at other priority issues such as young people in social enterprise, intergenerational support, and so on.

**How we will do this:**

Our Advisory Group will be made up of up to 15 social enterprise representatives, who are actively involved as a social entrepreneur, senior officer or board member / trustee of a social enterprise. Appointments to the group will be on the basis of an open application process and will be subject to ratification by the GMCA Growth Board and the GM LEP.

The Advisory Group aspires to have parity of representation across geography, gender, race, age, and so on, to reflect the social enterprise movement in Greater Manchester. However, we recognise this may not be achievable in the initial phase. The Group will as far as possible represent the different types of 'social enterprise' (including co-ops, trading charities, etc).

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<sup>1</sup> <https://www.greatermanchester-ca.gov.uk/what-we-do/economy/greater-manchesters-local-industrial-strategy/>

Rose Marley, co-founder and CEO of SharpFutures, will act as interim Chair to lead the establishment and operationalisation of the Group for a period of 12 months. At the end of the first 12 months of operation, the Group's membership, Chair and activities will be reviewed in the light of its achievements, perceived gaps in membership, and future activity.

The Advisory Group will meet initially for a 12-month period, and be convened by GMCA. The first meeting will be held in February 2020, after which Group meetings will be held in April 2020, July 2020, October 2020 and January 2021. The Mayor of Greater Manchester and GMCA portfolio holders for the Economy and Cooperative, Communities and Voluntary Sector will attend the February 2020 and January 2021 meetings. A GM LEP member will be invited to observe the Group meetings, and the Chair of the Advisory Group will be invited to report back on the Group's findings to a future GM LEP meeting. Should a social enterprise representative be recruited to the LEP, that person would become a member of this Group to maintain continuity.

Each Member will be of sufficient standing within their own organisation to be able to advise on key matters pertaining to sector policy and activities.

The Social Enterprise Advisory Group will work closely with the GM Cooperative Commission and look to jointly implement actions where appropriate.

### **Role of Group Members**

The **Chair** will ensure that:

- Meetings of the Group are conducted in a fair and transparent business-like fashion;
- Agreed conclusions, recommendations and action points are clear; and
- A shared culture and language, common purpose and trust are endorsed through a collaborative leadership style.

**Members of the Group** will:

- Be expected to engage between meetings with a wider group of organisations, speaking on their behalf at the Group and feeding back progress into their networks;
- Champion the work of the Group to encourage wider participation and lobby on key sector issues;
- Make every effort to attend meetings. Substitutes will not be allowed;
- Be prepared for the meetings, and have read papers circulated in advance;
- Commit a minimum of eight half days to the work of the Group over a period of 12 months;
- Take forward any actions that they have agreed to develop, and report back any progress to the Group in the timescales agreed;
- Endorse a collaborative and co-operative model and work to ensure its achievement; and
- Ensure that no conflict arises, or could reasonably be perceived to arise, between the work of the Group and their private interests – financial or otherwise. They must declare publicly any private interests which may, or may be perceived to, conflict with the Group.

Group Members must not use, or attempt to use, the opportunity presented by the Group to promote personal interests or those of any connected person, firm, business or other organisation.

Reasonable travel and other out of pocket expenses incurred through the work of the Group will be reimbursed.

**These DRAFT Terms of Reference will be discussed with and agreed by the Group Members at the first meeting, and kept under review.**