

A Social Economy Strategy for Lincolnshire 2021 - 2031



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“The Social Economy is concerned with social, societal and environmental development, and carbon reduction, in pursuit of the public interest, rather than financial return” (European Commission).
The Social Economy is defined more fully below.

Prologue – what can we learn from Covid 19?

The Covid 19 Pandemic came to Lincolnshire during the research phase of producing a Social Economy Strategy for the County. This Pandemic has cast the County's Social Economy in a new light. As Lincolnshire County Council's Communities and Volunteer (CV) Cell began (on 22 March 2020) to coordinate action, the County's Social Economy began to execute it.

Within three days of the CV Cell call to undertake a range of support actions for the vulnerable, over 380 community groups in the County had registered. Within a week, over 6,000 individuals also had registered to volunteer. This was very much part of the 'front line' of essential jobs, coming from the Social Economy, to feed and care for the vulnerable.

On the food front line alone, the Lincoln Food Banks – Trussell (Acts), The Lincoln Community Larder and the Lincoln Mosque – joined forces to form an Emergency Response Group. The New Life Community Larder in Sleaford, the Horncastle Community Larder, and Wragby Children Eat Free all had broadened their services to feed vulnerable people in their communities. Primary schools in Washingborough and Gainsborough were doing the same. And a range of churches and the YMCA developed their own local food supply schemes. Cllr Richard Wright, leader of North Kesteven District Council was able to comment in an email to the County Council Public Health 'Healthy Weight' group (29/03/2020 12:14):

“Well done to you all - fantastic response. Nobody obviously wants to be in this situation, but the community response has been unbelievable. Keep up the good work”.

A similar picture emerged nationally. On 25 March, the UK Government called for help in the Health and Social Care Sectors, hoping for 250,000 volunteers. Within 36 hours 650,000 had registered. The Government target was increased to 750,000 on 27 March and this was exceeded by 1 April. This is compelling evidence of the resilient and 'front-line' nature of the Social Economy. Indeed, the majority of front-line action in Covid 19 has taken place in the public sector and in the Social Economy.



St George's C of E Community Primary School staff: feeding school children but also the whole community during Covid 19.

Many conventional economy organisations fell back on Social Economy models, too. The Castle Hotel in Lincoln began providing meals free of charge to NHS front-line workers. The Priory Hotel in Louth did the same, working with the Boars Head, the Auction House, the Woolpack and Lincoln Russet - through the Serendipity Initiative - to cope with demand. The Salted Orange Food Company in the County also set up a partnership with Age UK to feed the County's vulnerable. Sainsbury's developed 'volunteering' systems where people could shop for others in their community.

As well as demonstrating the resilience of the Social Economy, Covid 19 has brought new Social Economy ways of thinking (and warnings) into mainstream debates. When growth economies shut down, for whatever reason, Social Economies tend to step in to help out. Who would have thought in 2019 that the benefits of a Universal Basic Income would be debated on the news on an almost daily basis in 2020? And as the negative consequences of globalisation are more seriously articulated, the advantages of place-based local development come more to the fore.



the Serendipity Initiative

This Social Economy Strategy for Lincolnshire 2021 – 2031 sets the workings of the Social Economy into a strategic context for the County. In developing the Strategy, a full research review has been undertaken of the Social Economy, nationally, internationally and in Lincolnshire, and this may be read in conjunction with this Strategy. Where evidence is drawn from this research review, the appropriate chapter reference from the research review is given.

Louth: Businesses come together to feed NHS front line workers

What is the Social Economy? (Chapter 2)

The SOCIAL ECONOMY is made up of charities, social organisations (including Community Interest Companies), cooperatives and self-help initiatives that produce and distribute market and non-market goods and services, for societal, environmental and carbon reduction purposes, employing people inclusively, fairly and with dignity.

It does this through democratic participatory processes and distributes surpluses amongst members in a variety of ways. It also includes supportive anchor institutions such as universities and housing associations who hold a clear social purpose, able to spend their revenues, procure services and deliver contracts in ways that make the whole economy more social, inclusive and just.

Often those involved in the social economy will campaign on behalf of others who have less power to influence, and who may find themselves excluded from mainstream markets.

This definition embraces the 'third sector', the 'not for profit' sector, the 'voluntary and community' sector and civil society (Chapter 2).

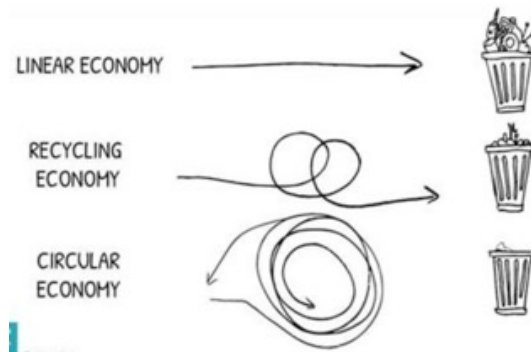
Civil Society: The Lincoln Climate Commission

This partnership of 'communities of interest' provides a collective, inclusive approach to make Lincoln a 'net-zero' climate resilient City. It comprises a range of groups including Transition Lincoln, Lincoln Low Carbon Partnership, Lincoln Transport Taskforce as well as private companies (Siemens), the University of Lincoln, community organisations and the City of Lincoln Council which declared a climate and environmental emergency in July 2019. It aims to harness the collective energy, vision and ambition of key stakeholders across the City of Lincoln to deliver a step-change in its response to the climate emergency consistent with the Sustainable Development Goals of the United Nations.

Characteristics of the Social Economy

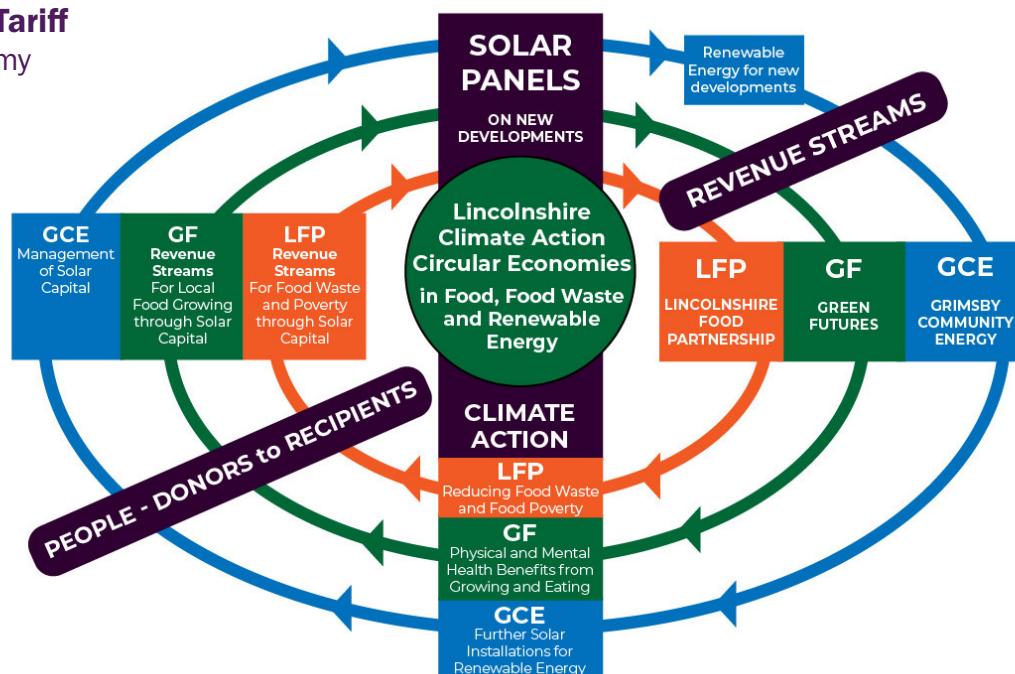
The Social Economy has a number of features. It can include any or all of the following.

The Inclusive Economy (Chapter 2) is concerned with the way in which wealth is distributed rather than created and requires fair work and well-paid jobs to tackle poverty and inequality. It addresses those furthest from the labour market. A number of rural Local Enterprise Partnerships, such as Heart of the South West, West of England, Cumbria and Worcestershire have Inclusive Growth as a core of their Local Industrial Strategies.



The Circular Economy (Chapter 2) is a shift from a linear 'take – make – dispose' economic model to a 'reuse, share, repair, refurbish, remanufacture and recycle' one to create a closed loop. The York/North Yorkshire/East Riding Local Enterprise Partnership (another predominantly rural LEP) aims to be the UK's first 'Circular Region' and Malton and Norton the UK's first circular market towns. The Feeding Tariff Project in Grimsby and Lincoln has created an energy/food circular economy. Where income from solar panels is shared and recycled into a number of food projects.

The Feeding Tariff Circular Economy



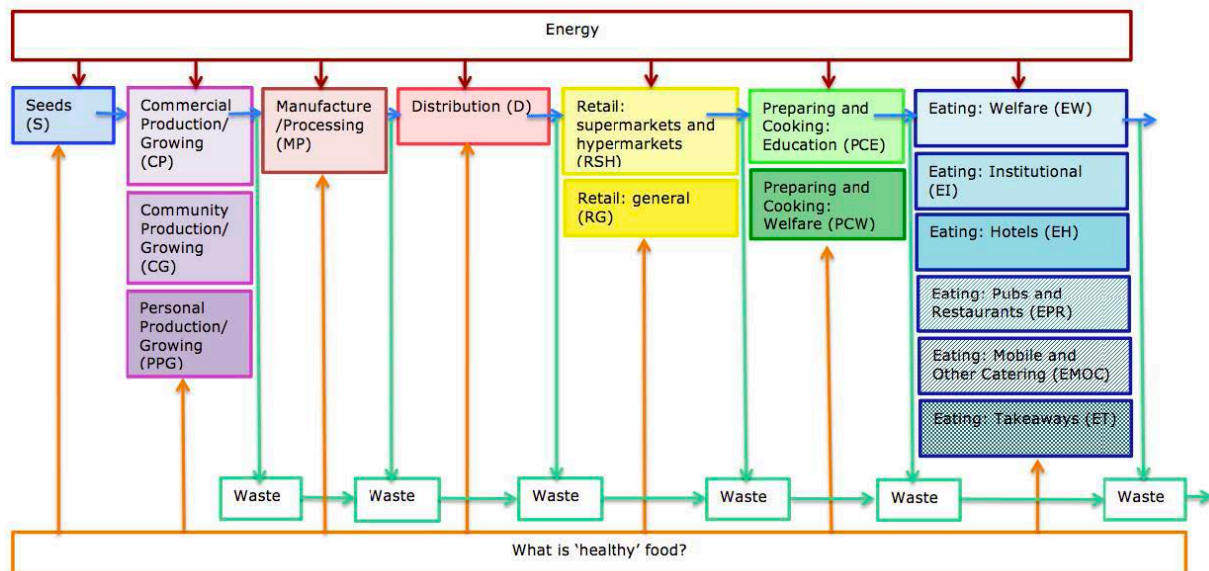
The Sharing Economy (Chapter 2) is based on sharing, swapping, trading or renting products and services, enabling access over ownership. They are commonly Internet mediated (Freecycle, and Freecycle and informal exchange).

Place-based Development (Chapter 2) recognises that different areas have very different opportunities to drive economic, social and environmental change. Integrating places rather than focusing on sectors is often more beneficial in less developed (and rural) areas.

Place-based development. Equity: Gainsborough has funding from many local sponsors, including West Lindsey District Council, the Key Fund, the Lincolnshire Community Foundation and Voluntary Centre Services. It is creating a sustainable social economy promoting population well-being. Gainsborough is a place with high needs, and significant deprivation where areas of the town have been neglected. Through partnership, it is committed to developing a vibrant local community-led social economy that is sustainable, thriving and improves lives. Importantly, this is to be based on an understanding of the resources of the place and their interconnectedness, to shape the pace in an equitable way. Services, products and activities are to be developed from the collective priorities of the local population.

Social Innovation (Chapter 2) sits alongside technical and economic innovation, to offer a 'bottom up', inclusive approach to development where local conditions and needs, and local knowledge and governance, can be impressed upon developmental pathways. It can change attitudes, behaviours and perceptions.

Systems Approaches to Development (Chapter 2) consider all parts of an economic system together, rather than in separate economic sectors, because different parts of the economy are dependent on, and supportive of, others. This is particularly important in place-based economies and leads to collective gain, rather than gain in only certain parts of the system. The Lincoln Food Partnership is concerned with the whole of the food system, to embrace production and consumption but also non-traded parts such as food waste, obesity, food poverty and food miles.



Lincoln Food Partnership – the Whole Food System.

Measuring Economic Performance (Chapter 5) through conventional parameters such as growth, productivity, Gross Domestic Product and Gross Value Added are being increasingly questioned because they fail to embrace market externalities or wealth distribution and do not capture measures of human well-being.

Many countries (Iceland, Scotland, Wales, New Zealand, India, Bhutan), are now swapping traditional performance measures for a range of well-being parameters, all of which are central to the mission of the Social Economy. They can be measured successfully through Social Return on Investment (SRoI) measures.

Measuring well-being instead of growth: popular with the nation at large.

"A YouGov poll in May 2020 found that eight out of 10 people in the United Kingdom would prefer the Government to prioritise health and well-being over economic growth during the Coronavirus crisis, and six out of 10 would still want the Government to pursue health and well-being ahead of growth once the pandemic has subsided", Guardian, 11 May 2020.

Dealing with Complex Decisions (Chapter 6) is one of the hallmarks of the Social Economy as multiple objectives (such as health, poverty, zero carbon) are often being dealt with simultaneously in securing multiple non-market, as well as market benefits. The Social Economy also commonly works through Partnerships (70% of all Social Economy organisations in Lincolnshire work in partnership for example) which commonly requires a melding of a broad set of complex objectives.

Social Cohesion and Inclusion (Chapter 6) are also high priorities for the Social Economy. It commonly trades in goods and services for those remote from mainstream markets. Inclusiveness creates jobs, combats loneliness and improves quality of life.

Economic Benefits (Chapter 6) from the Social Economy are numerous and diverse. It saves on public cost, creates jobs (often for those furthest from the market), reduces wealth inequalities, produces social and environmental benefits, develops leadership and is known to be market responsive. In Lincolnshire, the Social Economy makes a particular contribution to skills-based training.

Skills-based training in the Social Economy: Greater Lincolnshire MOVE project.

Twenty Lincolnshire SEOs (1) have come together to orchestrate getting people into paid work. It includes training and qualifications, personal advisors, on-going employability support, practical training, job clubs and work experience. It is free, non-mandatory and there are no sanctions for not joining in. It is funded by the Big Lottery and the European Social Fund.

(1) Abbey Access Training, Bishop Grosseteste University, Boston College, Children's Links, CLIP Learning, Community Lincs, Framework Housing, Grantham College, Green Synergy, KTR Consultancy, Lincolnshire Action Trust, Lincolnshire CVS, Ongo Communities, Riverside Training Services, Seagull Recycling Ltd., Sortified, Voluntary Action North East Lincolnshire, Voluntary Action North Lincolnshire, Voluntary Centre Services, YMCA Lincolnshire

Which Organisations fall into the Social Economy? (Chapter 3)

The Social Economy Strategy research report describes and evaluates a number of Social Economy Organisations, all of which have particular characteristics. Their complexity and diversity illustrate both the richness of, and difficulties in, defining the Social Economy.



How Big is the Social Economy? (Chapters 2, 4 and 5)

United Kingdom

Social Economy

- The Social Economy is growing faster than the growth economy and there are fewer business failures.
- There are greater proportions of social economy organisations in rural than urban areas and they are proportionately greatest in disadvantaged areas.

Organisations

- Over 100,000 Social Enterprises contribute more than £60 billion to the economy (3% of GDP) and employing 5% of the workforce.
- Over 7,000 Cooperatives contributing £37.7 billion to the UK economy, owned by 13.7 million people.
- Nearly 14,500 Community Interest Companies growing at 9% a year, particularly in deprived areas.
- Over 168,000 larger Charities (income > £5,000) with an annual income of £77.4 billion. Over 180,000 additional smaller charities.
- 21 million Regular Volunteers contribute over £22.6 billion to the economy.
- Voluntary Groups have an income of £50,89 million a year and employ over 150,000 people. This number is growing.
- Over 1 million Community Groups.

Lincolnshire

Type of Social Economy Organisation	Greater Lincolnshire LEP area
Charities	3181
Mutuals	70
Community Land Trusts	8
Community Interest Companies	305

Charities in Lincolnshire are increasing in number and spend over £400 million in the local economy. The Lincolnshire Social Economy as a whole, accounts for more than 10% of businesses and 6% of employment. Both are growing over time, particularly in rural and disadvantaged areas. Volunteering has a value to the County of over £3 billion a year.

Which Financial Mechanisms Support the Social Economy? (Chapter 8)

There is a large number of means of **raising funds** in the Social Economy (Chapter 8):

Angel Investment	Grant Programmes
Blended Funds	Partially Expendable Endowments
Charity Bonds	Loans:
Community Shares	Mutually Owned Funds
Crowdfunding	Peer-to-peer Lending
Donor Advised Funds	Social Banks
Endowments	Social Impact Bond
Gifting	Social Investment Tax Relief (SITR)

And a range of different **means of exchange** (Chapter 8):

*Barter | Reciprocity | Donations/Gifting | Sponsorship | Local Currencies | Time Banks
Local Exchanges/Trading Schemes (LETS) | Volunteering | Money | Vouchers*

Means of Exchange: Mint Lane Community Café, Lincoln

The Café provides meals from supermarket surplus. Whilst open to all, some struggle to afford conventional payments. A variety of means of exchange is available, however.

Money: a hot two course meal for £2.50 and drinks for 50 pence, and a 'thrifty' supermarket.

Volunteering: volunteers have a food entitlement for work that they otherwise do for free.

Pay it forward (vouchers): third parties can elect to buy a voucher for others to use.

Pay as much as you feel: for some thrifty supermarket items

Donations boxes: for anyone who wants to contribute cash.

Gifting: café food is largely received free (beyond delivery).

Sponsorship: the Café is a Starbucks' Community Café. Coffee, tea, cups and other equipment are delivered free by Starbucks. The physical kitchen itself has been donated



Corporate Social Responsibility (CSR) also is an effective means of securing resources into the Social Economy and there are both national and Lincoln City policies for CSR.

Policies for the Social Economy (Chapters 1 and 10)

Social Economy Strategies are becoming increasingly common, recognising communities' potential to shape their local economies in the face of globalisation. They also have grown to fill gaps in the public provision of social, environmental and welfare services, as public expenditure has declined. Austerity has accelerated their production amongst communities seeking to help themselves (Chapter 1).

Social Economy Strategies are encouraged in the UK through the Government's Inclusive Economy Unit and the Inclusive Economy Partnership and there are national strategies in Spain and Scotland for example.

City strategies are growing across Europe, and in England, LEPs are developing circular, inclusive, post-carbon and balanced economies through their Local Industrial Strategies.

Some LEPs are developing additional Social Economy Strategies for parts (Dorset, Cornwall, Black Country) or all of their areas (South East, York/North Yorkshire/East Riding).

Some LEPs also have organisational structures that fully accommodate social economy membership and liaison (Chapter 10).



A SOCIAL ECONOMY STRATEGY FOR LINCOLNSHIRE

The vision for this strategy is to develop and orchestrate the Social Economy in the County in five main areas.

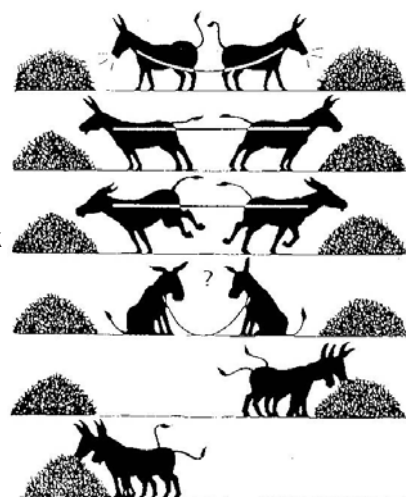
Culture Change

- **Identity:** assert the Social Economy sector as an important part of the County identity and as a developing national reputation. Achieve this through robust data on the value of the social economy to the County. Focus particularly on the value of the Social Economy in rural areas.
- **Branding:** pursue branding for the County to become a 'Social Enterprise Place' recognised by Social Enterprise UK: <https://www.socialenterprise.org.uk/existing-places/>
- **Community empowerment:** encourage catalysts for developing the Social Economy: strong community voices; a strong voluntary sector; a local state which operates in ways sympathetic to the social economy; 'agnostic' political spheres where difference is accepted and agreements are reached through discursive opposition; strong and diverse networks and linkages; through local socio-economic deprivation being not so harsh as to stifle any potential for the emergence of a Social Economy.
- **Confidence:** develop a Social Economy movement that is confident, coherent and wide-reaching.

Principles

- **Ethical business:** Social Economy Organisations offer a strong alternative to conventional businesses in developing ethical, sustainable and socially responsible business forms. They are not incompatible with 'for-profit' businesses and they can work in partnership.
- **Place-based for equity:** The Social Economy is sustainable and place-based, with community roots. It offers fair wages for decent work as a means of reducing inequality, lifting people out of poverty, empowering communities and improving health, well-being and the quality of life, through social innovation. This requires localising development.
- **Bottom-up:** the SE Strategy has a focus on empowering places in a bottom-up way whilst not disenfranchising more traditional sectoral market economic structures.
- **Financial with social benefit:** The Social Economy Strategy has a focus on financial benefits as well as social benefits. The former will be of most interest to economic agents (such as the LEP), the latter to social agents (such as the Health Authorities).
- **Deprivation and buoyancy:** The Social Economy Strategy has a focus on buoyant areas as well as deprived areas. The Social Economy has a valuable role in both, and some of the most innovative Social Economies are in very buoyant areas that have embraced the 'post-industrial' or 'post work' economy well.
- **Social and growth economies:** The Social Economy Strategy strengthens the relationship between the growth economy and the Social Economy.
- **Collaboration:** The Social Economy is founded on working in partnership and collaboration (within itself and between the Social Economy and the growth economy) through processes of mutual support and with both the public and private sectors. More ethical alliances will be developed with socially responsible business. Collaboration is made easier by looking at systems and places rather than individual enterprises. Resources should be shared to reduce costs. Consortia should be developed for joint bidding, risk sharing, improved effectiveness and increased social impact. Collaborative technologies (information, peer to peer support, funding sources) also should be developed. Collaboration should be inclusive.
- **Innovation:** due emphasis should be placed on social innovation as well as technical and economic innovation.
- **Volunteering and inclusion:** volunteering is an essential part of inclusive economies.

Equity: Gainsborough



Administration

- **Representation:** introduce 'Lead' representation for the social economy and social enterprise on the LEP Board, consistent with a number of other LEPs.
- **Leadership:** create a forum for Social Economy leaders to be strategic rather than defensive, with a clear line in to 'speaking to power'.
- **Empirical evidence:** collect ongoing data on the size and performance of the Social Economy in the County. Develop a common Social Economy Digital Platform as a database, forum and 'one stop shop' (through websites and apps). Build research capacity and an understanding of good practice nationally and internationally. Develop a database of good practice (and bad practice). Regularly monitor output of the office for Civil Society. Always share what is learned.
- **Social value:** develop a social value framework for measuring the value of the social economy in the County. This should measure performance on both social and commercial criteria and provide a checklist of evidence needs. It should develop a robust but simple system of impact measurement (market, social environmental, carbon impact, local multipliers) and develop social reporting through an annual social report. Capability in social impact measurement should be enhanced.
- **Land banks:** develop a land-bank database of publicly owned assets susceptible to a Community Right to Bid to allow increased resources into the Social Economy.
- **Partnerships:** Social Economy Organisations in the County should be encouraged to join the Inclusive Economy Partnership



Policies

- **Corporate Social Responsibility:** further develop Corporate Social Responsibility across the County. This has been significant in most well-developed Social Economies.
- **Social Economy Regions:** Feed the results of the European Social Economy Regions Pilot (ESER) of February 2018 into County policies for the Social Economy. Its aim is to raise visibility and awareness about the social economy at regional and local level.
- **Local community planning:** The Social Economy has a particularly important role in local level Neighbourhood Planning. It grows in response to perceived local community need in respect of, for example, housing, care (young and old), transport, carbon zero action. All should be encouraged through responsive community development support, localised Social Economy Action Plans, linked to equality groups (gender, disability, age, race, belief and sexual orientation).

Proposals

Information and Persuasion

- **Debates:** a series of publicly accessible debates should be set up in the County, the 'Social Economy Debates', to examine radical views of the future of the County economy, for example: circular economies, inclusive economies, sharing economies, place-based development, corporate social responsibility, zero carbon economies, re-localisation, the future of consumption, social innovation, universal basic income, social retirement, civic conscription.
- **Campaigns:** develop County-wide campaigns to encourage everyone to buy and consume 'social' and 'local' (including local authorities).
- **Business support:** a clear Social Enterprise Business Advisory Service should be identified to assist in socially oriented start-ups and development. This should build leadership (particularly in deprived places for future community leaders), management and competence and should develop networks of experienced mentors and advisors. It should have a clear locally-delivered place-based focus, rather than a sector-based one, tailored to individual needs through targeted learning programmes. Social Enterprise advice should not be detached from mainstream advisory services. The West Midlands Combined Authority has a 10 year plan to achieve this, for example.
- **Workforce development:** it should be a priority to nurture and educate the workforce and improve employability (including through volunteering). It will be important to develop a fair work strategy. The Social Economy often operates in fragile and vulnerable parts of the economy and this should be accounted for in higher support costs to embrace social inclusion and health and well-being outcomes. There should be an aim to pay the living wage and stress employee rights and workplace democracy. Provide mechanisms to employ people with higher support needs. Develop an Academy for the Social Economy.
- **Work Experience:** increase work experience in the SE sector through Further Education Colleges (building human capital).

The Inclusive Economy - Better Considered

On the face of it, Better Considered is just another company that makes soap. But they actually are in business to provide fair employment and decent wages for disabled people. Over 80% of their staff are disabled, so it works. But they do more than that. Their 'Steal Our Staff' scheme actively seeks to give their staff work experience, and then act as a shop window for others to take them into different types of employment, in line with their respective ambitions. That works too. You can steal these staff here: <https://betterconsidered.org/stealourstaff>



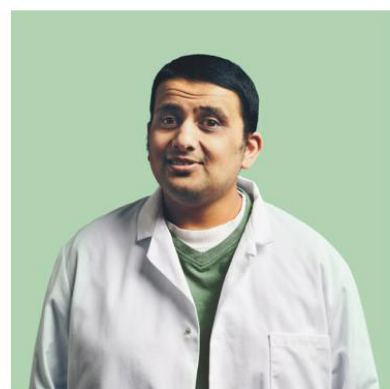
Yvonne

Would love a job in public transport.



Michael

Great leadership skills.



Sareet

Wants to work in the car industry.

- **Education:** The SE should be taught on the mainstream school curriculum. Teaching packs should be developed for pre-school, school, college and University education. Informal, continuing and adult education should be developed.
- **Social Enterprise UK:** consideration should be given to more County-based Social Economy Organisations joining Social Enterprise UK and seeking at the County-level to become a member of Social Enterprise East of England as a membership organisation. Currently it includes the counties of Bedfordshire, Cambridgeshire, Essex, Hertfordshire, Norfolk and Suffolk (www.seee.co.uk).



Social Enterprise UK
Supporting Member

Financial Incentives

- **Funding:** establish a Social Economy Fund for social investment, administered by a partnership board; develop a strategy for Crowdfunding; capital investment should be undertaken to produce revenue streams; avoid excessive indebtedness and educate about risk; make funding available for innovation, experiments and trials; make funding available against social impact rather than commercial return. Use the full range of available social finance.
- **Business Rate Relief:** consider Business Rate relief for Social Economy start-ups.
- **Community Right to Bid:** encourage the Community Right to Bid for appropriate publicly-owned buildings, and use publicly-owned buildings at peppercorn rents to encourage social start-ups.

Action Projects

- **Action planning:** develop three year rolling action plans to accompany the ten-year strategy. These should include good practice examples, key performance indicators, a programme of Social Economy research and data collection through a Social Economy census to measure the contribution of the sector. Develop monitoring and review.
- **Procurement:** develop a procurement group to rationalise local procurement of all types. The public sector in particular has considerable purchasing power for the Social Economy. Public procurement therefore should be oriented towards the Social Economy. Public Sector and the Social Economy should work more closely in partnership for procurement. Commissioning should be through collaborative partnerships. Social procurement planning should embrace the Social Economy fully (but should be fully costed). The West Midlands Combined Authority commits to a minimum of 5% of its procurement budget being spent in the Social Economy sector for example.
- **Consumer Markets:** consumers increasingly want to buy ethically (in social environmental, local and carbon terms) the Social Economy should major on meeting these ethical criteria. This requires greater understanding of the Social Economy amongst the general population. Develop a 'Buy Social' certification as a quality kite mark. Raise the profile of 'Social Enterprise Communities'. Encourage Social Economy Organisations to be more consumer-facing.
- **Social Economy networks:** develop unique business to business opportunities between the Social Economy and the commercial sector. Develop social economy networks. Develop a social enterprise directory. Develop new models of exchange (sector currencies, local exchange and trading), pooling of resources, keep money circulating in the local economy. Encourage private companies into Social Purchasing.
- **Developing places:** spaces for social innovation should be developed as part of civic innovation. Twinning or partnering of entrepreneurs (public and private sector) should be undertaken with funding.



Social Enterprise
Places

Summary – Strategy on a Sheet (next page)

A Social Economy Strategy for Lincolnshire 2021 - 2031



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England

Culture Change

Assert the Social Economy as part of Lincolnshire **identity** making the County a **Social Enterprise Place**.

Empower the community through a strong voluntary sector and strong Social Economy **linkages** and **networks**

Develop a **confident** Social Economy movement

Principles

Develop **place-based**, local, **ethical** businesses from **bottom up** community roots, that will address issues of, **poverty reduction**, equity and **health**, to improve **well-being** and the quality of life.

Pursue **social** as well as financial benefit in **deprived** as well as buoyant areas, for both **wealth redistribution** and growth.

Enhance **collaboration** within the Social Economy and between sectors, support **social innovation** and develop more **inclusive economies**.

Administration

Develop excellent **leadership** in the Social Economy and ensure its full **representation** in County governance. Encourage **partnerships** of all kinds.

Ensure a robust **evidence base** of the Social Economy in the County and appropriate tools for measuring **social value**.

Identify **land banks** for potential community assets

Policies

Develop policies for **Corporate Social Responsibility** and Social Economy Regions.

Develop full participation in **local level planning** including **Neighbourhood Planning**

Proposals

Information and persuasion: develop debates and campaigns. Introduce business support, workforce development, work experience and education.

Financial Incentives: develop a Social Economy Fund. Consider Business Rate Relief for Social Economy Start-ups.

Action Projects: develop individual action plans, a county-wide policy for procurement, social consumer markets, Social Economy networks and specific place-based projects.