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Social Value Creation within Social Enterprise Places (SEPs):
A Case Study of Salford SEP and Plymouth SEP

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Abstract

Social enterprises help to regenerate deprived areas through social value creation. A recent mechanism designed to facilitate regeneration is the Social Enterprise Place (SEP) scheme. While the concept of partnership has been adopted for synergetic results and outcomes between the private and public sectors, stakeholder creation of sustainable social value within the SEP context has received little academic attention. Hence this research seeks to understand how SEP stakeholders engage and create sustainable social value. Through a case study approach, this research investigates the concept of social value creation by SEP stakeholders within the accredited Salford SEP and Plymouth SEP. The study contributes to theory by demonstrating how social enterprises collaborate to create sustainable social value. Where the local city council and the social enterprises share similar understanding, perception, and practice, sustainable social value is created, and the success of the SEP is secured as in the case of Plymouth SEP. However, where understanding, perception, and practice of social value differ, sustainable social value is not created to the same extent and the SEP tends to lack dynamism and growth (i.e. the case of Salford SEP). From a practitioner perspective, the thesis proposes managerial recommendations for SEP decision makers (e.g. SEUK) to help develop and conduct in-depth orientation training regarding the SEP scheme for local city officers to promote shared understanding, perception, and practice for successful collaborative social value creation. Finally, it makes policy recommendations to both the city council and business sectors to help facilitate social value creation.

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Dedication

I dedicate this research in honour and memory of my late mom who departed this world twenty years ago. She has always believed in my potential to succeed in life. I will always celebrate you mom. Also, to my dad who has supported me all the way, even when it was very difficult. Thank you so much dad. I celebrate you always.

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Declaration

This thesis is submitted under the University of Salford rules and regulations for the award of a PhD degree by research.

I, Oladapo Fredrick Ogunoye, declare that I am responsible for the work undertaken in thesis where there no parts of the work in this thesis which have been submitted elsewhere for another degree qualification at this, or any other university.

Oladapo Fredrick Ogunoye

May 2021

List of Abbreviations

AGM	Annual General Meeting
BBC	British Broadcasting Corporation
BUPA	British United Provident Association
CIC	Community Interest Company
CLS	Company Limited by Shares
CSSP	Cross-Sectoral Social-oriented Social Partnership
CSSPs	Cross-Sectoral Social-oriented Partnerships
CSR	Corporate Social Responsibility
CVS	Community Voluntary Services
DCMS	Department for Digital, Practice, Media & Sport
DTI	Department of Trade and Industry
EMES	Emergence des Enterprises Sociales
GDP	Gross Domestic Product
ITV	Independent Television
NHS	National Health Service
HMNB	Her Majesty's Naval Base
NPM	New Public Management
OECD	Organisation for Economic Co-operation and Development
OTS	Office of the Third Sector
PPP	Private-Public Partnership
RDT	Resource Dependence Theory
SAN	Social Alliance Network
SEs	Social Enterprises
SEP	Social Enterprise Place
SEUK	Social Enterprise United Kingdom
UK	United Kingdom
UK's	United Kingdom's
USA	United States of America
VCSE	voluntary, community and social enterprise

<center>**Chapter 1: Introduction**</center>

1.1 Introduction

This chapter seeks to provide an introductory insight into the research topic. The first section will introduce the background and rationale of the research, the second section includes a discussion of the research aim and objectives, and the final section signposts the thesis structure.

1.2 Background and Rationale

The 'quality price ratio' or 'value for money' to deliver maximum financial value is the foremost factor driving the entire marketing effort by marketers and administrative procurement decisions. However, in recent years, the importance of identifying and creating sustainable local 'social value' through local council procurement has gained attention, including a statement by Chris White, Member of Parliament (MP), that when referring to 'social value' it is not 'value' in a narrow financial sense but in its true sense, which is in recognising the importance of social, environmental and economic well-being across all our communities and in all our lives. According to the 'The Social Value Act' formalised in 2013, local councils are required to put in place a strategic process for how to order and purchase services (Cabinet Office (2012). The Act administered by the UK Cabinet Office provides the statutory requirement for all public authorities including local councils to consider the economic, social and environmental impact of all procurement decisions on public service contracts for the well-being of the communities within the local council area (Cabinet Office, 2012).

Thus, the drive for the creation of economic, social, and environmental well-being by the local council and social enterprises has often been described as what social value represents. Social value is a term used to describe the added value created in a service contract that serves the community as a whole and the public interest (Calton et al., 2013). This goes beyond the social value that the main contracting activity provides. For example, a homeless organisation that

funds homeless housing can create added value by providing access to work and training for its service users. This differs from the practice of contracting on a minimum cost basis, and this is especially important given the increasing pressure on public spending. The Social Value Act requires the identification of more socially valuable outcomes (Cabinet Office, 2012) and ultimately should encourage contractors providing works for commissioning local authorities to deliver a range of additional outcomes as part of their contract to benefit society and secures the best value from the public money being spent. In particular, the definition of social value creation can also be used to focus on the overall performance of voluntary organisations (Holttinen, 2010).

By recognising the potential of voluntary organisations as partners in providing social value services, created through the interaction between the public and the voluntary sectors, this can help provide a clearer understanding of social value. Social enterprises may find it easier to enter into lucrative city council contracts due to new requirements that require employees to take into account the social value when entering into contracts and also introduce new tools to help them do so (Schiuma et al., 2012). Thus, social enterprise is a fast-moving concept and has been gathering attention within academia for its social value creation (Pirson, 2010; Smithet al., 2013). Although there is much debate throughout the literature around 'social enterprise' terminology, social enterprise is defined as a business whose primary purpose is to address the needs of the common good and trades to tackle social problems, improve communities, people's life chances, or the environment (Thompson & Doherty, 2006; Doherty et al., 2014). Thus, the role of social enterprises is to engage actively in the provision of services which centre on all-round wellbeing (i.e. added social value) of their beneficiaries. The recognition and the importance attributable to social value in recent years has also been described as phenomenal (Fotheringham et al., 2014, p. 114; Seddon et al., 2014; Wilson et al., 2013). Whilst social value represents the focal point of most social enterprises, their capacity as enterprises is limited due to the endemic nature of the negative impact triggered by austerity

amidst deprived communities (Domenico et al., 2010; Smith et al., 2010). Consequently, social value is created when the hybrid organizational form generates positive societal outcomes beyond that created by either actors working alone or within its sector (Caldwell et al., 2017; Mahoney et al., 2009). In many areas across the UK, these collaborations have been encouraged by bringing all interested stakeholders together under the umbrella of Social Enterprise Place (SEP) certification and the cementing of partnership alliances. However, many private businesses have failed to reconnect business successes to positive social outcomes and progress causing major societal gaps and subsequently promoting social imbalance within many communities, although the enactment of the UK Social Value Act in 2013 required public authorities to have regard for social imbalance and promote more social value creation (Act, 2012). The Department for Communities and Local Government (DCLG) published an 'Index of Multiple Deprivation 2015' (DCLG, 2015) reported increasing rates of societal deprivation and that 'many of the most deprived in England face multiple issues', with a negative impact on society and the economy (see Appendix 1, p. 229).

Within the climate of increasing evidence of multiple deprivations, several authors identified the need for social value creation using different models (Holttinen, 2010; Pirson, 2010, 2012; Lautermann, 2013; Özdemir, 2013; Biggemann et al., 2014). Consequently, several debates have been highlighted on the best approaches to social value creation, but there has not been one overall acceptable approach to social value creation (Domenico et al., 2010; Korsgaard et al., 2011; Pret et al., 2017; Sinkovics et al., 2014). This creates a more diverse research platform resulting in several contributions from the academic community to the strategic roles of city council in providing improved and sustainable social infrastructure for citizens (Hazenberg et al., 2016). Moreover, these city councils have been under intense criticism for their failure to deliver the expected improvement in social value creation and well-being for their electorates and tax-payers. Subsequently, the concept of social value has attracted diverse scholastic interests over the last decade (Schiuma et al., 2012). Likewise, the wider global economy is

currently under intense pressure to provide more social value to society. However, evidence to date suggests relatively little is known about how social value is created through the SEP scheme specifically. Likewise, there are no previous studies on social value creation from the collaborative perspectives of local city council and social enterprises. Instead, there is copious data in the business literature on how the city council delivers on social value to society through social policy, enactment of the council regime, etc. (Tan et al., 2011; Marcuello-Servós, 2014; Brady & Bostic, 2015; Veitch, 2017). Likewise, from a business perspective, there are significant emphases on what 'good' businesses do for their societies through corporate social responsibilities (CSR), corporate citizenship, social enterprises, social businesses (Murphy Smith & Blazovich; Yunus, 2011; Biggemann et al., 2014; Mackey, 2014). Therefore, by identifying this gap in the literature, this research aims to play a role in contributing new knowledge to the area of collaborative partnerships between local city councils and social enterprises and to gathering evidence of their attempts to create social value in the context of SEPs.

1.3 Research Aim & Objectives

The overall aim is to investigate critically the collaborative partnerships between local city councils and social enterprises and their efforts to create social value within the context of SEPs. This will be achieved by fulfilling the following objectives:

- To review and analyse critically existing literature pertinent to the development of partnerships and collaborations between local city councils and social enterprises within the context of social enterprise place (SEP) schemes.

- To investigate and evaluate the operational responsibilities of local city councils and social enterprises in creating social value through the SEP schemes.

- To evaluate the operational nature of collaborative partnerships between local city councils and social enterprises in creating social value through the SEP schemes.

1.4 The Research Contribution

Most studies focus on public-private hybrids or ties but the unique empirical contribution of this research derives from the use of collaboration theory to explore the involvement of the local city council and social enterprise in creating social value within the SEP context, thus filling both a theoretical and managerial gap in academic literature. Themes identified from the research data align with the constructs from the literature review and are presented in the conceptual framework (see Figure: 10 in Chapter 2, Section 2.13, p. 69). However, additional constructs were identified: shared understanding, shared perception, and shared practice. Several scholars have identified different definitions of the core components of collaboration theory within different contexts. However, this study extends the exploration of the core components of collaboration theory (i.e. pre-condition, process, and outcome) within the SEP context for the creation of social value. Thus, it premises that successful collaboration between SEP stakeholders (local councils and social enterprises) will require an additional three core components clearly defined at the formation stage of the partnership collaboration phase. Regarding the development of shared understanding, both local city councils and social enterprises must ensure they establish an operational definition of the social value concept. As the concept of social value is subjective, where an operational definition is not clearly defined and agreed by the local city council and social enterprise the whole process of establishing collaboration and partnerships will be fragmented. Therefore, shared understanding by local city councils and social enterprises collaborating in the partnership within the SEP context is essential as this represents the pre-condition component of collaboration theory. The next fundamental element is shared perception. The shared perception will constitute the attitudinal approach to the creation of social value. Where shared understanding has been clearly established at the foundational stages, it will be assumed that shared perception will be aligned across local councils and social enterprises, though it may not be the case in all instances.

Where local city councils and social enterprises do fail to develop an optimistic positive engagement toward the social value creation at the foundational stage, the collaborative partnership may in turn break down. The shared perception in this instance within the SEP context will relate to the process in relation to the core element of the collaboration theory.

After an establishing a shared understanding and perception, what should then follow is the development of shared practice. The development of shared practice involves an operational approach and delivery mechanisms that the local city council and social enterprises intend to use for the creation of social value. Local city councils and social enterprises should also agree on how their stipulated social aims will be achieved. The operational guide and policy must be clearly stipulated and then signed off where necessary. The operational guide aims to provide an evaluation mechanism for reassessment and review. Thus, the development of shared practice aligns with the outcome element of the core component of the collaboration theory. It is invariably best in the SEP context when all social actors ensure that shared understanding, shared perception, and shared practice are established in addition to mutual knowledge and goal alignment if sustainable social value creation is to be secured. Therefore, where the local council and social enterprises share similar understandings, perceptions, and practice, sustainable social value is created and SEP success is secured as in the case of the Plymouth SEP case study. However, where understanding, perception, and practice of social value differ, sustainable social value is not created to the same extent and the SEP tends to lack dynamism and growth (i.e. as found in the case of Salford SEP). Local councils and social enterprises' lack of understanding, perception, and practice of social value frustrate collaboration formation to create sustainable social value, and therefore SEP success is not secured. Thus, this study provides an incremental theoretical contribution (see D'Amour et. al 2005) to the body of knowledge.

Finally, from a contribution to policy and practice perspective, SEUK, the key SEP decision makers will need to consider conducting an in-depth orientation training programme regarding

the SEP scheme for local city council officers when new SEP certification exercises are being carried out. Conducting such training programmes for social enterprises and extending these to involve local city council officials could potentially stimulate more interest from local councils and social enterprise stakeholders. Thus, invariably promoting a shared understanding, perception, and practice within SEPs is essential in achieving social value creation.

1.5 The Thesis Structure

The chapters within this thesis report are structured as follows. Chapter 2 focuses on the detailed background literature review including an in-depth review of extant social value creation and social enterprise literature within the context of SEPs. In addition, it reviews models and constructs for social value promotion by city councils and social enterprises, establishing an underpinning theoretical framework for the study which includes collaboration theory and partnership theory. A balanced literature review of social value, private-public partnership (PPP), and cross-sectoral social partnership (CSSP) will provide conceptual and theoretical frameworks, each acting as a lens aiding the analysis of social value creation within the context of an SEP scheme.

Chapter 3 explores and explains the SEP concept and the case-study places adopted for this research. An overview of SEUK will be discussed in light of the organisation's strategy for building social value within the SEP scheme, followed by an overview of the cities of Salford and Plymouth, as they both received certification of recognition as an SEP and are recognised as being appropriate to this research as case-study examples.

Chapter 4 provides a detailed insight into the adopted methodology for this study, elaborating upon its philosophical and methodological underpinnings, and the case study research approach demonstrating the relationship between the ontology, epistemology, and research design. This

chapter further justifies the research philosophy orientation, research strategy and data collection procedures, and data analysis techniques applied.

Chapter 5 details the results from the qualitative field work and illuminates the discoveries from the key themes identified. Chapter 6 presents the discussion of those findings and the relevance of the themes in achieving the research aim and objectives. A post-thematic framework is provided which allows further illustration of the interplay between local councils and social enterprises in creating sustainable social value where activities within social enterprises are undertaken and executed adequately.

Finally, in Chapter 7, the contributions to research, policy management, and practice will be discussed alongside the limitations of the research and recommendations for further research. Significantly, the chapter provides evidence of the theoretical contributions to collaboration theory and models of stakeholder collaboration for SEP social value creation. This study extends the exploration of the core components of collaboration theory (i.e. pre-condition, process, and outcome), within the SEP context for the creation of social value. As such, successful collaboration between local city councils and social enterprises will require that three core components be clearly defined at the formation stage of the collaboration. Contributions to policy and practice include recommendations for SEP decision makers to develop and conduct an in-depth orientation training for local city council officers in preparation for the development of an SEP to promote shared understanding, perception, and practice for successful, collaborative social value creation.

Research limitations are acknowledged in the selection of a limit of two SEPs from the network of 28 SEPs which does not statistically represent all SEPs across England. As the research strategy was designed to provide empirical evidence of SEP contexts at different stages of certification and in different geographical regions, the results from this study could be applied to other regions. It is recommended that future research widen the SEP scheme to include SEPs

at international levels. This study focused on two actors within the voluntary sector: social enterprises and local city council. There are other active actors like charities and non-governmental organisations, so future researchers could explore how these social actors create social value while also being mindful of the contribution of the private sector. Methodologically, a quantitative approach could also be taken in consideration.

1.6 Summary

This chapter has introduced and provided the rationale for this research, its aims, objectives, and questions. It has also offered an in-depth discussion of the research contributions of the study, and an overview of the whole thesis structure. The next chapter will focus on the literature review.

Chapter 2: Literature Review

2.1 Introduction

This chapter provides an in-depth review of extant social value creation and the social enterprise (SE) literature. Within the context of an SEP, models and constructs for social value promotion by local councils and social enterprises are also reviewed. In establishing a theoretical framework for the study, it reviews collaboration theory and partnership theory. Emerging from the academic literature on social value promotion, it also considers two hybrid arrangement concepts, private-public partnership (PPP) and cross-sectoral social partnership (CSSP), thus helping to provide an additional balanced critical review from the available conceptual and theoretical literature (Pittz et al., 2015, p. 80). These reviews provide conceptual and theoretical frameworks as lenses to aid analysis of social value creation within the context of an SEP. Prior to the exploration of the theoretical frameworks, in-depth analysis of the historical perspective concerning social enterprises and the social economy is essential. Thus, the next section and sub-section outlines historical analysis of social enterprises, traced from the social economy through the lens of history of practice and history of thought perspective (Moulaert & Ailenei, 2005).

2.2 Historical Perspective of Social Economy and Social Enterprise

The historical perspective of social economy has been contested by several authors (Amin, 2009; Amin et al., 2002; Borzaga et al., 2007; Monzon Campos, 1997; Moulaert & Ailenei, 2005; Moulaert & Nussbaumer, 2005). From practice, concepts and policy/institutional perspectives, social economy has been linked to periods of crisis (Polanyi, 2001). Moulaert and Nussbaumer (2005) assert that social economy is a strategy of managing socioeconomic crisis. Further, they explained that social economy addresses the neglected socioeconomic needs by traditional private sector or public sector. Before social enterprise was institutionalised in the late 19th or early 20th century, different forms of visions, ideologies, theories, and philosophies

inspired association which shape the social economy, sometimes in competition with one another (Moulaert & Ailenei, 2005). Defourny et al. (1997) argue that, during the medieval epoch and beyond, in other continents compared to Europe, there was rich associative life compared to. For example, the food corporations in medieval Byzantium, the post-medieval guilds in Muslim countries, the professional castes in India, the confraternities of craftsmen in primitive Africa and in pre-Colombian America (ibid.). The Church or the State organised and protected communities due to the associative identity due to the idea freedom of association until the French Revolution (Hardy, 1979). According to Defourny et al. (1997), the idea of freedom of association played a fundamental role in the formation of social economy were 18th and 19th century utopian socialism, which uphold the ideology of co-operation and of mutual support and Christian socialism. The ideology of co-operation and of mutual support, and Christian socialism establishes the intermediary corps to address the social need of individual isolation. The address of social need of individual isolation necessitated the need to promote free movement which results in economic liberty and refusing state interference. These free movement was supported across Europe (Borzaga et al., 2007; Moulaert & Ailenei, 2005).

According to Polanyi, (2011) economic liberalism is an essential organising principle of a society that engages in creating a market system. Polanyi's view is that the magnitude of sufferings inflicted on innocent persons and the vast scope interlocking changes influenced the creation of social economy. However, irrespective of the market system's organising principle or the association inspired philosophies, one must analyse the historical perspectives of social economy. Moulaert and Ailenei (2005) identify social economy through terminological space and time-bound proliferation. Thus, their combination of a history of practice with a history of thought perspective provides an in-depth understanding (ibid.). This analysis provides a historical Francophone perspective of social economy conceptualisation in Europe. This

conceptualisation provides an in-depth understanding of the historical perspective of social economy practices, institutions, and concepts over the last 30 years.

2.2.1   Origins of Social Economy

The 19th century is described as the origin century for the modern social economy (Lévesque et al., 2001). They further identify that social economy originates from the social brutalities of the Industrial Revolution (ibid.). Ideologically, social economy formation was promoted through ideas, concepts, experiences, co-operative, associative or mutual aid practices, institutional and utopian initiatives that necessitated the protection of human wellbeing. However, the emergence of the social economy and liberal philosophies to ensure workers' movements or associations were contested by the state. Polanyi (2001) identifies the 19th century as period of social action and initiatives experimentation which aim to protect the less privileged, most especially the industrial workers. These diverse social actions led to the discovery of social innovation within the economy. The social innovation led activities focused on advancing the (re)introduction of social justice which aim to address social exclusion, foster deprived community development, and promoting solidarity among industrial workers (Moulaert & Ailenei, 2005). On the other hand, Defourny et al. (1997) and Demoustier (2001) traces the origin of social economy top ancient Egyptian corporations. They argue that the Egyptian corporations utilise Greek funds for funerary ceremonies, and the Roman colleges of craftsmen (ibid.). From a different perspective, Gueslin (1987) affirms that social economy originates associative experiences of the late Middle Ages and Renaissance. He argues that the 19th century solidarity practice experiences led the formation of social economy (ibid.). Hardy (1979) conconclusively identify that material inequality was not addressed until the 19th century when social economy was originated while the French Revolution promoted political equality.

2.2.2 History of Thought Perspective

The term *economie sociale* was used by the French economist, Charles Dunoyer, used in 1830 in his book which is the contemporary use social economy (Moulaert & Ailenei, 2005). They further identify that Frederic Le Play, the French sociologist, contributes to the origination of the social economy concept. As a result, in the mid 18th century, during the Universal Exhibition, Frederic Le Play used the term 'économie sociale' which is described as introductory (ibid.). He is also acknowledged as the founding member of the Société internationale des études pratiques d'économie sociale and the Revue d'économie sociale. This society used the term 'économie sociale' to describe social economy during the 18th century. Thus, there was academic and institutional recognition of the term social economy after the Universal Exhibition. Gide (1912) defines social economy as an economy of social justice where 'natural laws' govern the relations between people and things. Furthermore, Gide (1912) advances that social economy was recognised as an effort to improve people's wellbeing. Similarly, social economy plays an important role in managing market economy excesses (Moulaert & Ailenei, 2005). From another perspective, social economy is distinguished to comprise both the private philanthropic economic assistance and the economy of public services, with 'solidarity economy' somewhere in the middle (Borzaga et al., 2007). This solidarity economy is also known as social enterprise.
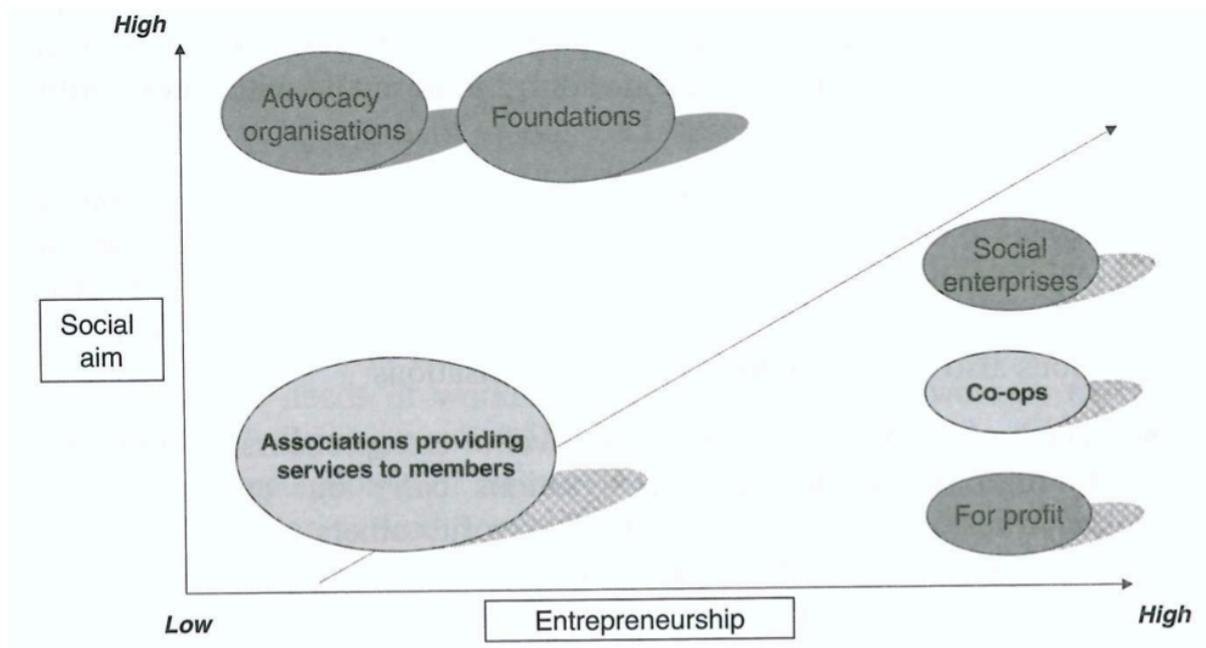
Figure 1: Classification of social economy organisations

(Source: Borzaga et al., 2007)

The history of social economy dates back to oldest forms of human association (Defourny et al., 1997). However, according to Gueslin (1987), the concept of social economy originates in the 19th century. The Middle Ages and the lives of early utopians and socialists were identified to have contributed to emergence of the social economy (Moulaert & Ailenei, 2005). Thus, the institutionalisation and theoretical assessment of practical experiences of Middle Ages and the lives of early utopians contributed the originated of the concept (ibid.). Furthermore, Monzon Campos (1997, p. 92) advances the legal recognition of three pillars of the social economy i.e. the mutual support companies, co-operatives, and association. These three legal pillars of social economy are described as the core of the social economy at the end of the 19th century (ibid.)

According to Moulaert and Ailenei (2005) and Polanyi (2001), the fundamental ideas of social economy come from the utopian socialism of the 18th and 19th centuries which reinforces the values of cooperation and mutual support. On the contrary, Rangan et al. (2006) recognises Christian socialism instead of the utopian for the creation of the middle corps that prevented the isolation from the state and assimilation of individuals through the promotion freedom movement (Caldwell et al., 2017; Carlile, 2004). The freedom movement supports the self-help

associations, praising economic freedom and rejecting the state. The freedom movement applies across the whole of Europe. Horton (2006) shows how all these important ideologies contributed greatly to the rise of the social economy, but none can the confirm the precise historical origination of social economy. For example, the style of association building in France has two contradictory trends: the republican ideals generated by the French Revolution places emphasis on importance of structures and individual mediation rather than support any organised mediation between people and the state (Borzaga 2007). In England, utopian socialism instituted the emergence cooperative initiatives to institutionalised harmonious society (Aldridge et al., 2002). However, each action relates to the societal welfare needs, thus protecting or strengthening certain social relationships.

2.3 Social Economy: Three Generations of Enterprises

According to Monzon Campos (1997), the failure of the capitalism is considered the resulted effect of involuntary unemployment. However, there is no adequate justification for non-flexibility of the labour market and rigidity of real wages which are considered the resultant effect of the macro economy which indirectly ties to the involuntary unemployment (ibid.). thus, a gap in the economy structure. The emergences of social economy organisations like workers' co-operatives redefine the gap created by the involuntary unemployment thereby creating economic stabilisation. Relative to the capitalist, the workers' co-operatives produce more stable workplaces, thus resource allocation and income distribution were considerable more efficient in securing the prosperity and improved wellbeing of workers (Moulaert & Ailenei, 2005). In addition, social economy organisations were instrumental optimalisation of the public service resources. Several public service institutions were refocused to secure professional re-employment of workforce and cultural reorientation and participation (Moulaert & Nussbaumer, 2005). Institutions and organisations within the social economy were oriented and determined in secure improved wellbeing of their workers or members. In most instances, organisations within the social economy were identified to have been

established as the result either crisis or economic gap within the economic structure. Thus, Levesque et al. (2000) identify interlinks between the three pre-war crisis periods and the three generations of enterprises within the social economy.

The first-generation emergence was between the 1840s and 1850s. The first-generation emergence was contested to have witnessed the transition between the craftsmen corporations which were guided by old regulation to competitive regulation. Emphatically, the craftsmen corporations in the first generation were founded as mutual support organisations. The mutual support organisations were signification recognised within the 19th century as a form of resistance of the workers. They were corporations of craftsmen who were resistance to deregulation of the associative economy in order to sustain the continued improvement of workers' social wellbeing and basic needs (Demoustier, 2001; Gueslin, 1987; Moulaert & Nussbaumer, 2005). While the corporations of craftsmen dominated the first generation, the agricultural co-operatives and the saving co-operatives lead the growth and the development of the second generation. Crisis within the agricultural workers led to formation of the cooperatives. The farmers were challenged with the inability to raise adequate financial resource to secure the procurement essential agricultural and natural resources due to the extensive regime of accumulation (Moulaert & Ailenei, 2005). The financial crisis lingers over a relative long period of time and it left the farmers with no other choice but to set-up a saving co-operatives which will help them overcome the financial crisis within the agricultural space. Finally, as result of the economic collapse of 1929 to 1932, the third generation emergences.

Finally, the third generation emerges as a result of the economic collapse of 1929 to 1932 (Moulaert & Nussbaumer, 2005). They were consumption co-operatives for food and housing which was necessitated by the crisis in competitive regulation. The social economy organisation was keen to support their members and unemployed in securing the purchase of basic necessary goods and services at affordable prices. Following the three social economy

generations identified above, in the post-World War II period, the initiative and activities associated with the social economy as national institutions. In France, while the social economy was integrated into the welfare system, the trade unions were recognised as partners and participants within the welfare system. The social economy, welfare system and co-operative activities were recognised as the 1970 alternative movements (Moulaert & Ailenei, 2005; Moulaert & Nussbaumer, 2005).

According to Borzaga et al. (2008) defining specific crisis mechanisms within period range will be useful in exploring the social economy initiatives. In the 1970s, welfare states were overburden crisis of the mass production system which necessitated the social economy initiatives. However, it was debated that the social economy initiatives were benefited SMEs (ibid.). Notwithstanding, the return from the SMEs facilitated the development of the local economy and also establishment of not-for-profit organisations with social objectives. The developmental activities and initiatives from the SMEs and the not-for-profit organisations were geared towards ecological and co-operative production, collective well-being and communal bond among the locals which the state authorities were incapacitated to provide.Thus, Borzaga (2007) asserts that from the social economy emerge the social welfare ideologies which are precedent to the formation of the general legal framework for social enterprises introduced in some European Countries, like the Community Interest Company in the United Kingdom in 2005 and the impresa sociale in Italy in 2006.

2.4 Theoretical Approach to the Emergence of Social Enterprise

Several theoretical approaches were debated for the explanation the emergence of social enterprise (Teasdale, 2012). These arguments range from the recognition of social enterprise as new organisational forms (i.e. as a result of state and market failure), or the adaptation of existing organisational forms (resource dependence and moral legitimacy theories) (ibid.). Fotheringham et al. (2014) argue that the gradual elimination of some essential state-sponsored

social services is a contributing factor for the emergence of some social enterprises, however Ebrashi (2013) claims that social enterprises evolve through entrepreneurship literature. There are diverse viewpoints on the origination of the concept 'social enterprise'. However, Ebrashi (2013) also mentions that the establishment of the international organisations such as Ashoka (i.e. Innovators of the Public) in the 1980s and the works of Ducker in the 1990s were linked to the development of the social entrepreneur and social innovation, leading to the increase of delivering social good.

From another perspective, Spear (2001) argues that the emergence of social enterprise originates from mainland Europe in the 1990s due to the collapse of economy and state. Similarly, Teasdale (2012) advances that the co-operative and the mutual sprang up in response to the failure of state inability to provide goods and basic welfare essentials for the citizens in the 19th century. Thus, social enterprises were founded to bridge the gap of these global challenges and minimise the economic inequalities (Kerlin, 2009). Whereas within the UK, development of the social audit framework for worker co-operatives at Beechwood College, Leeds 1970s is recognised as the earliest known formulation initiative of social enterprise idea (Ridley-Duff et al., 2012). However, Teasdale (2010) explored both the comparative UK and the United States dimensions of the social enterprise emergence debate and the changing topography of social enterprise within the English context. He claims that social enterprise emergence has its roots within the cooperative and community business movements of the late 1990s and from 1999 onward, social enterprise policy encroached social business concept (ibid.).

The concept of social enterprise has grown out of a complex structure involving economic, political, and social change and has a longer history than the corporate sector as a whole. To understand the evolution of social institutions better, a useful starting point for this article is an understanding of the social economy (Bacq & Janssen, 2011). The concept of the social

economy has become the basis of modern understanding and analysis of social institutions. Socio-economic society includes all initiatives that are neither public nor private. Most researchers believe that the industrial revolution of the 19th century, accompanied by rapid industrialization and poor economic conditions, was associated with the development of modern social institutions (Brown, 2006). The large amount of analytical work carried out by these researchers, with an emphasis on the creation and development of social enterprises, provides interesting reasons for social enterprises. Everyone agrees that the amazing technological advances and innovations of the industrial revolution led to the establishment of various programs and institutions to improve the well-being of workers. As we know today, these interventions are often considered revolutionary in economic sociology. In the 19th century, the social economy was seen as an enemy to the then dominant capitalist mode of production and the domination of labor exploitation (Buttenheim, 2002). It should be noted, however, that some economists made reference to the Romanian Academy of Crafts before the industrial revolution. The development of social institutions is the product of institutional innovation (i.e. innovation in social relations, dynamics of governance, and empowerment) and innovation in the social economy itself. They also argued that the development of social institutions was inevitably linked to the fact that the welfare model, driven by city council support and charitable interventions, would not last forever (Chell et al., 2010). Sustained social and economic pressure on this form of support ultimately increases the demand for the services provided. They argued that the political and economic upheaval caused by the post-Fordist industrial system in the early 20th century forced the country to engage in effective social intervention. The city council's failure to solve this problem led to the creation of independent institutions that filled the void (Cornelius and Wallace, 2013).

Despite the development of social institutions, their definition remains controversial. Researchers and scientists agree that there is no single definition that could express its nature.

As researchers tend to focus on the specific features of social enterprises in their definition, there is uncertainty and confusion in their interpretation and understanding, and therefore these features will not apply to the whole (Dacin et al., 2011). Some social institutions are treated differently depending on their legal structure, working methods, functions, or relations with the local community. For example, the UK Department of Commerce and Industry agreed that a social enterprise should be a corporation and profits could be used to achieve the organisation's social goals (Bacq & Janssen, 2011). They consider surplus production and business activity (in addition to providing social value) to be the main components of the goals of a social enterprise. They believe that a distinction should not be made between commercial and non-profit organizations. A common theme here is that social enterprises should be a competitive hybrid enterprise whose survival depends on a strong business model. This position of the social enterprise is to seek innovative social support rather than building on traditional methods of giving (Brown, 2006).

Researchers generally believe that social institutions have three things in common. These are business trends, social goals, and social property. Its features show that this concept has evolved over time. As an example of capitalism and the extraction of surplus value, it serves the public interest rather than self-interest (Bacq & Janssen, 2011). Second, the firm emerged as a controversial concept from a complex historical and macroeconomic perspective. The institutional context of historical events such as the Industrial Revolution stimulated the emergence and development of British social enterprises. The ideal of kindness during this period became the main goal of an ideology based on modern socio-economic organizations. Thus, social institutions are a product of social and economic development (Brown, 2006) which aim to maximize profits and physical infrastructure but aim to ensure the well-being of the communities in which they operate. From a theoretical point of view and taking into

account the historical development of British social institutions, it can be analysed from the point of view of institutional political economy (Buttenheim, 2002).

Understanding the history of social institutions in the UK is essential to understanding the source of city councils' thinking about social enterprises and how these policies help fight poverty and create sustainable societies. There are approximately 62,000 companies in the UK with annual revenues of $27 billion (Chell et al., 2010). This development is in line with some of the city council's welfare reform goals. Social enterprises remain a national strategy and a pillar of city council policies to combat deprivation and deprivation. The city council aims to make the sector economically self-sufficient and economically viable (Cornelius and Wallace, 2013). These events essentially demonstrate that the city council views globalization as an enduring reality that sees its policy formulation as a result of the need for adjustment and adaptation and recognizes the primacy of the market over politics in its grand social agenda. A major factor in this policy is the treatment of social enterprises as a mechanism to fight poverty and deprivation through sustainable enterprise activities. Political ideology often determines the level and form of support for public organizations and social institutions. The current conservative city council aims to further develop social institutions through a 'big community' strategy but is increasingly emphasizing autonomy and survival. The city council wants to see business as a sustainable business and use all the legal, financial, and tax structures it has to achieve its goals (Dacin et al., 2011).

However, the success of the strategy is threatened by the ongoing massive cuts in public expenditure announced by the city council under the overall spending framework. CSOs fear that cuts will force public sector companies to shift their assets from the public sector to the private sector rather than streamline their operations. Consequently, there is a perception that the transfer of assets should be 'locked in' to social enterprises in order to continue providing

public services. Despite the popularity and growth of social enterprises in the UK, the industry continues to face significant challenges (Martin and Thompson, 2010). It is also clear that charitable and city council funds cannot adequately address social problems (Cornelius and Wallace, 2013). In addition, globalization, resource scarcity, reduced humanitarian aid, increased competition, and the recent economic downturn have prompted social enterprises to seek new ways to increase funding and ensure sustainability. This requires exploring the legal and institutional capacity of social institutions to extract the resources needed to achieve economic stability. So, there is evidence that they have undergone a cultural change as social enterprises appear to have financial rather than social goals (Dacin et al., 2011).

The city council within the UK has supported the social enterprise with significant resources to ensure sustainable operational infrastructure is provided, thus, increasing their relative partly capacity to deliver or replace improved social and public services. As a result of the level of significant support from the city council within the UK, the UK highest level of developed institutional support structure for social enterprise across the world (Nicholls, 2010). One of the critical levels of support for the sustained development of social enterprises within the UK is the institutional of an operational definition for the social enterprise concept. The Department of Trade and Industry (DTI) conducted a series of workshop across scholars to establish an acceptable definition. Scholars offer different conceptual definitions. The DTI defines social enterprise:

> a business with primarily social objectives whose surpluses are principally reinvested for the purpose in the business or in the community, rather than being driven by the need to maximise profit for shareholders and owners (Enterprise, 2002, p. 13).

Furthermore, Alter (2007) identifies it as

> any business venture created for a social purpose – mitigating/reducing a social problem or a market failure – and to generate social value while operating with the financial discipline, innovation and determination of a private sector business (p. 12).

From an ownership perspective, Spreckley (2008) defines it as 'an enterprise that is owned by those who work in it and/or reside in a given locality, is governed by registered social as well as commercial aims and objectives and run cooperatively' (p. 4). On the contrary, social enterprises are categorised as economic sustainable organisations with social and/or environmental objectives (Ridley-Duff et al., 2011). However, Ebrashi (2013) states that another name for 'social enterprise' is 'social entrepreneurship', implying these two words can be used interchangeably. Premised on this, Robinson (2006, p. 95) defines social entrepreneurship as

> a process that includes: the identification of a specific social problem and a specific solution (or set of solutions) to address it; the evaluation of the social impact, the business model and the sustainability of the venture; and the creation of a social mission-oriented for-profit or a business-oriented non-profit entity that pursues the double (or triple) bottom line.

Balancing not just double bottom line but triple brings along its complexity amidst competitive pressure from mainstream. Despite all these, Ridley-Duff et al. (2012) argue that defining the social enterprise has 'been plagued by linguistic and practical problems. Any fixed definition tends to privilege one group of social enterprises over another' (p. 179). In light of these diverse views and conceptualisation, social enterprise is considered a dynamic concept to study. It can be inferred that social enterprises are as confused as the researchers. These are the complexities attributable to this field of study which mean it is appropriate to conduct a conceptual review alongside this critical review. This will facilitate a further understanding of the concept of social enterprise beyond its non-consensus definitions. This following subsection captures an in-depth review of the social enterprise concept.

2.5 Social Enterprise: A Conceptual Review

Social enterprise is a complex study area (Young et al., 2014). The complexity of social enterprise relative to other fields of study like business, city council, or non-profit organisations makes the concept dynamic and multifaceted. Thus, scholars consider concept of social enterprise challenging for definition and scope because of its combination of traditional for-

profit ideologies and not-for-profit organisation's values (Battilana et al., 2012; Smith et al., 2013). Social enterprise's operation within the traditional for-profit and not-for-profit organisation spaces poses the form of organisation as innovative solution diverse social economic problems. The diverse social economic problems they stand to address ranges from area-based deprivation (Blackburn et al., 2006; Mswaka, 2015), an innovative solution delivery of publicly funded services (Simmons, 2008), redefinition of international recognition (Peredo et al., 2006), an alternative non-profits income stream (Dees, 1998), and a balanced win-win philosophy (Amin et al., 2002; Teasdale et al., 2013). Social enterprise poses to represent a radical and unconventional viable alternative to capitalist economic system (Kay et al., 2016). As a result, social enterprise optimises social and community impact through identification, creation and provision of a fair and balanced approach for the trading of goods and services. Social enterprise utilises unconventional social business approaches in delivering not social objectives but also creating an economic wellbeing in a fair and equitable manner (Mauksch et al., 2017). However, literature identifies that, social enterprises' connection with the involuntary sector tends to influence the modalities they adopt and also their social impact is relatively shaped by what a city council to do and not do over time (Janelle, 2013).

According to Sunley et al. (2012), finance is considered one of the major constraints on social enterprise's growth over the years. Many of these enterprises tend to depend heavily on the private sector and city council for funding. However, the level of funding tends to decline when social enterprises were considered competitors. Thus, there is increasing political and economic pressure source funding from diverse sources and reduce dependency on private and city council support (Cooney et al., 2010; Liu et al., 2015; Mswaka, 2015).

Extant literature suggests that maximisation of value represent the one of the major difference between private sector and social enterprises (Austin et al., 2006). While the private sector

maximises economic value, social enterprise creates and maximises social value (Dees, 1998; Grieco et al., 2015; Pret et al., 2017). However, this major difference in value maximisation does not undermine the creation of economic value by the social enterprises. Emphasis is not placed on economic value maximisation, rather social value maximisation. Thus, the primary objective of social aim and value maximisation needs to ensure the security of financial dependency to avoid conflicting priorities (Eikenberry et al., 2004). Social enterprise business model provides non-profit organisations like charities to diverse their income streams outside grants and donations to include earned income. The earning capabilities is one of the contributing factor which charities explore for the sustainability of their social organisational mission (Dees, 1998). Despite the income generation exploration available to social enterprise that will be beneficial to non-profit organisations, there poses two critical challenges (Smith et al., 2012). It may lead to a major distraction to the non-profit organisations' social value creation mission. Secondly, lack of skills, capabilities, and resources to develop for-profit social enterprises remains a major setback. Thus, non-profit organisations need to adequate balance its options to explore social enterprise income generation mechanism and its maximisation of social value.

Despite these conceptualisations, social enterprises face a social-economic dichotomy. This dichotomy needs effective management for the creation of sustainable social changes within the involuntary sector (Kay et al., 2016). Existing social enterprise research portrays the organisation as hybrid (Mauksch et al., 2017). They manage the tension relationship between social mission and financial goals (Doherty et al., 2014; Mauksch et al., 2017). Thus, it is considered as one of the as a defining stable characteristic of social enterprises. At the core scholars assume that social enterprise operate through the lenses of conflicting logics (Battilana et al., 2010), the duality of mission - social and financial (Dees et al., 1998; Doherty et al., 2014), interdependent values (Nicholls, 2009), double bottom line (Emerson et al., 1996).

These are enterprises producing social profits at competitive prices. Arguably, it is conceptualized that the rise of social enterprises, despite facing the challenges of the social-economic dichotomy, is as a result of the capitalist market failure. They target capitalist market failure to produce social impact (Ebrashi, 2013). Social enterprises use market based strategic solutions to solve social problems and generate economic margins for sustainability (Mauksch, 2012).

Furthermore, Dacin et al. (2010) argue that the identification of social enterprise for the social value creation necessarily does not negate the importance of economic value. Fundamentally, it is argued by scholars that sustainability of social value is underlined by the entrepreneurialism strategies entailing economic value creation (Domenico et al., 2010; Fotheringham et al., 2014; Sakarya et al., 2012; Sunley et al., 2012). It is established that an important element of social entrepreneurship sustains the definition of the scope and capacity for fulfilling the creation and balancing both social and economic value. From another perspective, experts suggest that social enterprises combine both private and third-sector-blended entities (Dees et al., 1998). They argue further that social enterprise explore the private sector and public sectors experiences and strategically fuse them in delivering innovative social solutions within the capitalist economy (i.e. collaboration) (ibid.).

In the light of all these, Amin (2009) considers it unacceptable for a social enterprise not able to deliver on their promises to people suffering from serious or multiple social deprivation. In addition, Scott et al. (2012) and Mauksch (2012) argue that the failure of social enterprises is not considered extremely critical because social enterprises literature has taken into consideration more of the good practice and heroic achievements. In several instances, practitioners make use of business rationales to justify social enterprise failures (Amin, 2009; Mauksch, 2012; Scott et al., 2012). Failure is not uncommon businesses, thus, social enterprises should not always as a business failure proof approach. Mauksch (2012) argues social

enterprise is not the most efficient approach of supporting the poor, the neglected, and the ill because they have a higher probability of failure compared to the traditional modes of city council welfare. Considering this higher failure rate, arguably not much consideration should be given social enterprise because the failure poses a serious challenge (ibid.). Social enterprises' users are more adversely impacted by the failure of the organisation relative profit-oriented business because of the social and emotional negativities attributed. The pressure of failing, as well as losing independence as an entity, could subject social enterprises to competitive pressures which can result in major difficulties in maintaining the quality of its social purpose and in financial survival (Kay et al., 2016). Amidst all of these challenges, it is feared that social enterprises are probably not addressing the root causes of social deprivation, rather proffering mere solutions to the symptom of a capitalist system (Dey et al., 2012). However, this has not been substantiated due to the lack of empirical research (ibid.).

In recent years, finance has been considered as a major constraint for social enterprises (Sunley et al., 2012) and it has been impeding the growth of the sector. However, amidst financial constraints, some social enterprises, have been able to diversify their funding sources. Jenner (2016) claims that organisational resourcing, collaborative networks, legitimacy, and organisational capabilities are essential factors that collectively determine the sustainability and survival of social enterprises. Moreover, social enterprises generate income from trading commercial goods and services and contracting for services. Thus, they share overlapping business activities with the private and public sectors, but still distinct themselves from traditional grants and donations dependent non-profit organisations (Wallace et al., 1999). However, minimal to total reliance dependence on trading income activities are required for an organisation to be recognised as a social enterprise (Austin et al., 2006; Peredo et al., 2006). Social enterprises therefore rely on a combination of trading income and unearned income or completely rely on trading income for their social objectives to be met. However, others argue that the Resource Dependence Theory (RDT) was applied wrongly to the public sector through

the adoption of the social enterprise model to actualise the city council's agenda of cutbacks in the public sector spending (Child, 2010; Dey et al., 2012). Similarly, Kerlin et al. (2011) and Dey et al. (2012) substantiate the argument that the city council's support of social enterprise presents a medium of actualizing their intended cutbacks of funding. However, it can be inferred that the city council's adopting partnership or collaborative strategies could represent an alternative solution to the cutbacks of funding dilemma.

2.6 Exploration of Collaboration Theory

Collaboration as an interdisciplinary concept has generated profound interest within the inter-organisational and organisational sociology literature over the last few decades (Domenico et al., 2009; Gray et al., 1991). This interest has necessitated the evolution of the concept; however it lacks consensus in definitions. Given the complexities and the turbulence resulting from competition and falling market share prices, and to help organisations survive and prevent them collapsing, there is urgent need for intriguing research and further development of collaboration as a concept (Jamal et al., 1995; Sharfman et al., 1991; Warnaby et al., 2004).

Gray et al. (1991, p. 4) defined collaboration as a process "through which parties who see different aspects of a problem can constructively explore their differences and search for solutions that go beyond their own limited vision of what is possible". Similarly, Jamal et al. (1995) advance the argument that collaboration is the strategy deployed when one organisation releases it lacks the organisational capabilities to resolve complex problems singlehandedly. They further describe it as a process that incorporates inter-organisational dynamics (D'Amour et al., 2005; Domenico et al., 2009). Beyond processes and strategy, Trist (1983) introduces the functional social system argument to the bank of diverse definitions. He describes collaboration as the 'functional social system that occupy a position in social space between the society as a whole and the single organisation' (Trist, 1983, p. 270). Furthermore, Gajda (2004) describes collaboration as a powerful strategic tool adoptable between businesses and

non-business agencies in achieving goals or resolving issues that not achievable if an entity works independently. He further argues that there is an increasing number of organisations coming together either intentionally or unintentionally to address complex societal issues and achieve some short-term or long-term goals which are not obtainable independently (Gajda, 2004). From a cross-sectoral perspective, Domenico et al. (2009, p. 904) describe collaboration as involving the formation of a 'political-economic arrangement that is able both to generate wealth and achieve meaningful social outcomes'. However, they argue that this definition needs to be viewed with a different conceptual lens because different sectors are involved, as opposed to similar sectors. This implies that collaboration dynamics within a similar sector are different from cross-sectoral collaboration. In the light of these definitions, scholars have argued that the collaboration mechanism and strategy to use in evaluating the success or failure of collaboration is lacking for practitioners (D'Amour et al., 2005; Gajda, 2004). This demonstrates further the complexity of the collaboration concept for scholars and practitioners. Within the academic literature, multiple interpretations of the concept 'collaboration' makes it difficult to grasp. Although the concept is a powerful tool and has the capacity of connecting fragmented systems for the purpose of addressing multifaceted social issues, a standard, consistent definition remains elusive.

Likewise, the concept has been attributed to overuse. It has been used not to only describe interorganisational relationships but also inter-personal relationships which makes its theoretical and practical application and evaluation difficult to establish (Gajda, 2004). Maintaining collaborative alliances among professionals and organisations is considered challenging because parties find it difficult to understand the distinction between collaborative alliances and other forms of alliances like joint venture, partnership, coalition, alliance, consortium, association, and network (Logsdon, 1991). The impending and constraining challenges notwithstanding, Jamal et al. (1995) call for the adoption of collaboration as an effective tool for conflict resolution and advancing shared visions where the stakeholders

recognise the importance of working together. In addition, Trist (1983) argues that stakeholders engage collaboration as an adaptive mechanism to cultivate interdependence.

Gray et al. (1991) advance that most collaborative alliances are formed because parties involved discovered that the intended problem to be addressed is complex and not resolvable by unilateral organisational action. Furthermore, it is an approach that involves identifying and evaluating a problem as unsolvable by unilateral organisational action, and does necessitate the need for collaboration (Logsdon, 1991). Hence there is a need for interorganisational effort which has necessitated most collaborations. It has been argued that collaborations should have a clear process, structure, and purpose (Gajda, 2004). In addition, organisations may find it convenient to engage in collaborations to mitigate undesirable outcomes without city council intervention. Such approach described is as multiparty problem solving techniques or a process (Jamal et al., 1995). Most organisations have used the process as a joint venture to boost global competitiveness, transfer technological innovations, and support new initiatives, as well as address unemployment, urban housing challenges, drug abuse, poverty, and educational lapses (Gajda, 2004). Collaborative alliances have extended its tenets in the accomplishment of different dimensional initiatives both within private and public sectors (Sharfman et al., 1991). As a result, across both private and public sectors, it has been argued that while some organisations find it advantageous to engage in collaborations, some do struggle with the process (D'Amour et al., 2005; Pret et al., 2017). This is premised on the fact that some important considerations require evaluation before engaging the collaboration process. These considerations will include factors that necessitated such consideration, the exact collaboration engagement process, and the expected result (Gray et al., 1991).

Several theories have been advanced to faciliate in-depth theoretical understanding of the concept of collobaration (Gajda, 2004; Jamal et al., 2009). Although there are some overlaps across several theories like partnership theory, institutional theory, and social exchange theory,

social exchange theory will be eveluated to advance understanding of the collabration concept (Blau, 1964; Domenico et al., 2009; Muthusamy et al., 2005). Theories on colloabration focus on three core components: precondition; process, and outcomes (D'Amour et al., 2005; Domenico et al., 2009). However, Logsdon (1991) advances that organisatons need to consider two core factors prior to enagaging colloaboration to solve any social problems: the stake of the organisation in the potential outcome and perceived interdependence within the group. Furthermore, using two case-studies within the transport system and chemical industry, Logsdon (1991) identifies two 'patterns of evloution in the formation of cross-sectoral collaboration': movement from interdependence to interests and movement from interests to interdependence (see Figure 2).
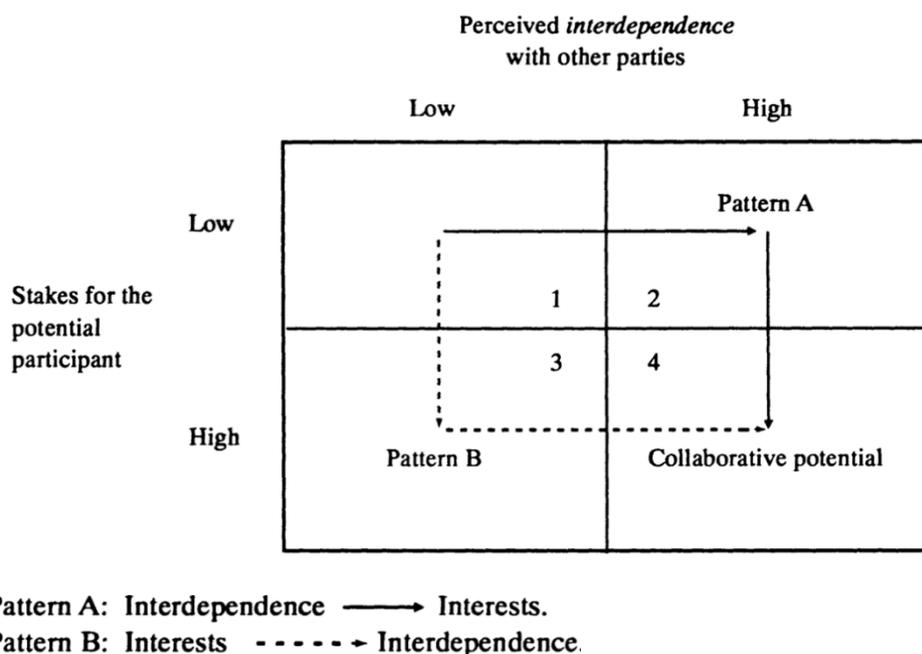
Figure 2: Patterns of Evolution in the Formation of Cross-Sectoral Collaboration

Source: (Logsdon, 1991)

In Figure 2, the patterns have been defined. On the other hand, Jamal et al. (1995) advocate for the three core conditions to be present before organisations engage in collaboration: interdependence; perceptions of significant results from collaboration, and recognition of the relative importance of the issue to be resolved. Amidst all of these different arguments about

the preconditional foundation for collaborative engagement, it is imperative that three core components pre-condition, process, and outcomes are evaluated. These three core components will be reviewed in the next sub-section.

2.6.1 Core Components of Collaboration

Scholars have advanced different core components of collaboration (D'Amour et al., 2005; Domenico et al., 2009; Gajda, 2004; Logsdon, 1991). While some authors recognise three components, others recognise two. Across the several debates, most authors have argued for the three components of preconditions, processes, and outcomes. Domenico et al. (2009) use a cross-sectoral case to affirm the core components and illustrate that corporate-social enterprise collaboration is shaped by (1) the value that each member of the collaboration attributes to their partner's inputs (pre-condition), (2) competing practices and priorities intrinsic to the corporation and the social enterprise (processes), and (3) expected benefits of the collaboration to each partner (outcomes) (see Figure 3).
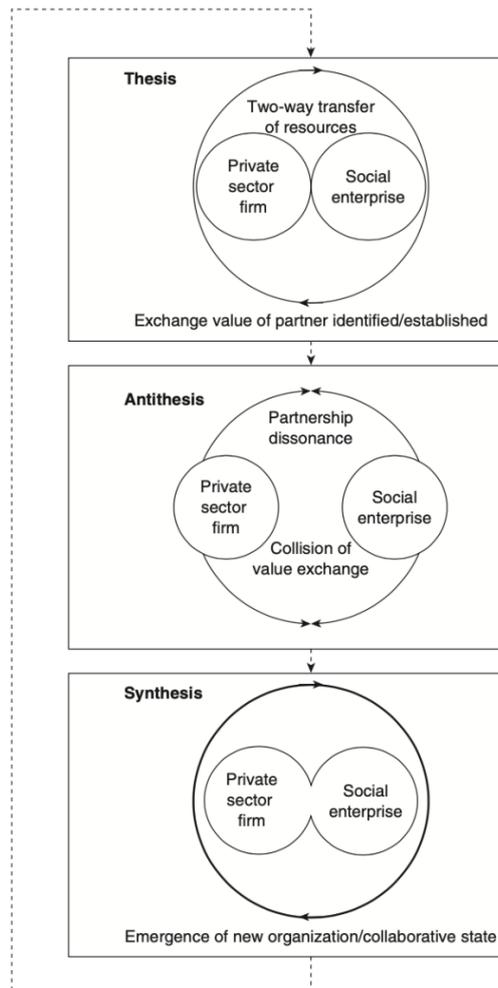
Figure 3: Evolution of corporate-social enterprise collaboration
Source: (Domenico et al. 2009)

They argue further that tension is a liable outcome of corporate-social enterprise partnership. However, where partners cannot manage this tension, a synthesized stage of collaboration needs to emerge for a sustainable corporate-social enteprise partnership. Figure 3 demonstrates the authors' impressions of the evolution of sustainable collaborations between corporate and social enterprise as a three-part dialectic process which can be identified effectively. The first stage is recognised as the thesis, which is where assets are exchanged and partners' resources are considered mutually advantageous. Some collaborative partnerships often progress to the next stage and some do not. The second stage is identified as an antithesis is where the dialectic process describes a tension between partners. The final synthesis involves the tension

reconciliation between partners inorder to create new inter-organizational arrangements. However, Domenico et al. (2009) recognise that it is very unlikely that corporate-social enterprise partnerships reach the synthesis given the social enterprise emergent nature. Where this is achieved, a new thesis (i.e. inter-organizational arrangement) is formed. Furthermore, one must establish emphasis on collaboration based on negotiated mutual benefit as opposed to a one-way transfer of resources (Domenico et al., 2009). Thus, the synthesis stage requires a high-level of equity between partners and also a two-way transfer of resources. Notwithstanding, an important limitation to their model was acknowledged. This limitation relates to the difficulty in identifying the specific morphology that synthesized collaboration will take. This is contingent on the participating organization and the context of the collaboration. Nevertheless, Domenico et al. (2009) identified that partners may seek to avoid the tension through compromising the morphological components.

On the other hand, Gajda (2004) advances the powerful strategy of collaboration in accomplishing visions involving business, non-profit, health, and educational agencies. Thus, he identifies the need to assist practitioners in predicating and understanding collaboration principles. These principles are that: 1) collaboration is an imperative; 2) collaboration is known by many names; 3) collaboration is a journey and not a destination; 4) with collaboration the personal is important as procedural; and 5) collaboration develops in stages. Premised on these five principles, a collaborative assessment tool called Strategic Alliance Formative Assessment Rubric (SAFAR) was designed for practitioners. In emphasizing the third principle, that collaboration is a journey and not a destination, Gajda (2004) illustrated the collaborative journey from the cooperation stage (i.e. involving low formal integration) to the coadunation stage (i.e. involving high formal integration) (see Figure 4).
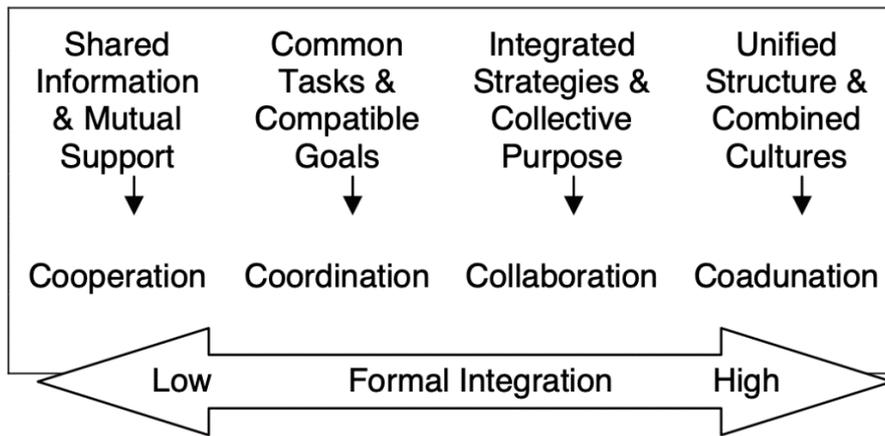
Figure 4: Strategic Alliances across an integration continuum

Source: (Gajda, 2004)

Figure 4 from Gajda (2004) illustrates the strategic alliances across an integration continuum. However, he acknowledges that most theorists adopt the premise that collaborative efforts range from low to high integration. Notwithstanding, Gajda (2004) advances this argument by stating that the level of integration determines the tensity of the alliance's process, structure, and purpose. Where a network is defined as to share information and mutual support, it is recognised as cooperation, whereas when common tasks and compatible goals are established, the network is recognised as coordination. Such coordination will advance to a collaborative network when there are integrated strategies and a collective purpose in place. In the extreme case scenario, a network with a unified structure that operates on combined practices is described as coadunation.
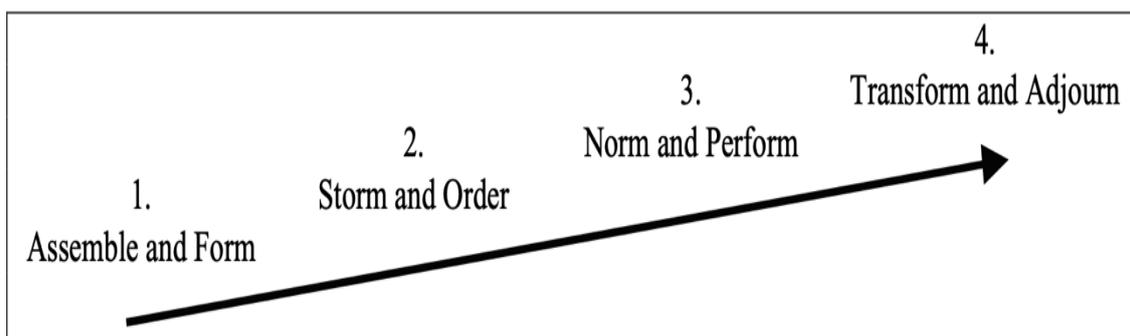
Figure 5: Collaboration development stages

Source: Gajda, 2004

Figure 5 reflects the principle of how collaboration develops in stages, which is also developed by Gajda, (2004). Gajda (2004) explains that collaboration develops over four stages: assemble and form; storm and order; norm and perform; and, finally, transform and adjourn. He describes the first stage to involve the coming together of the partners to discuss the initial vision and mission whilst the second stage (i.e. storm and order) involves each partner attempting to stress their roles in the collaboration. These stages often experience different degrees of tension. However, this tension is often resolved by establishing the collaboration's reasonable and measurable goals, objectives, indicators, and outcomes. The systems for communication, forms of leadership, and their decision-making structures are also established. At the third stage, partners have established norms and spent time performing their initiatives and not merely planning. At the fourth stage, the partners transform by evaluating and assessing their outcomes. Performing evaluation and assessment defines the assessment outcomes and changes on base predicates the actions needed to modify several levels of strategies.

Similary, Huybrechts et al. (2013) explore the positioning and relative understanding of organisational legitimacy in the development of 'cross-sector collaboration' between social enterprises and other forms of organisations. They identify the three major stages social enterprise pragmatic and moral legitimacy adopt to justify collaboration: the very decision of cross-sector collaboration; the choice of the partner and the framing of the partnership, and the evolution of the collaboration (p. 130) (see Figure 6).
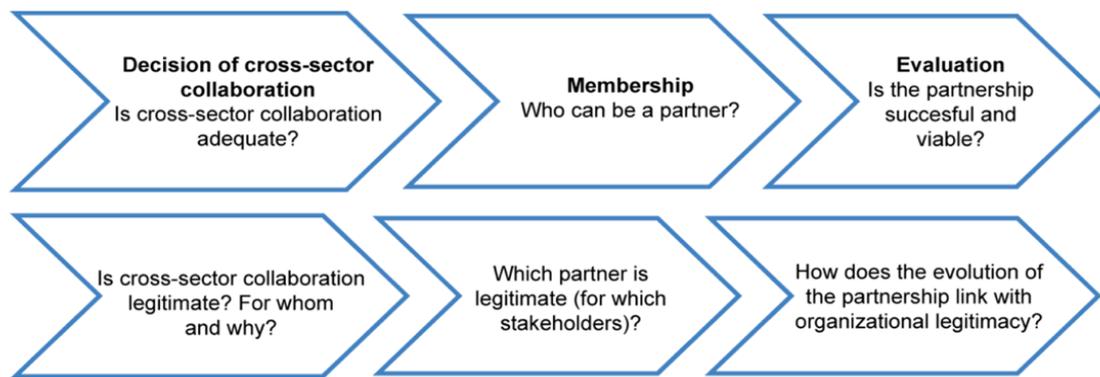
Figure 6: Collaboration phases and legitimacy roles

Source: Huybrechts et al., 2013

Huybrechts et al. (2013), using Figure 6, argued that social enterprises find themselves in the position of conflicting logic and power asymmetries when attempting to build sustainable partnerships with the corporate world. Thus, organisational legitimacy has been recognised as the main factor in whether the development of a cross-sectoral partnership succeeds or fails. However, this model has not guided social enterprises on how to evaluate and assess the potential partner's legitimacy before engaging in any collaborative effort. This is considered a critical limitation of this model.

Fundamentally, the authors acknowledge the three components but ascribe different narratives for their description (Domenico et al., 2009; Gajda, 2004). Change in narratives do not necessarily change the collaboration elements; they illustrate authors' different angular perspectives on the concept. However, D'Amour et al. (2005) argue from the health sector interprofessional context that there are two essential elements of collaboration: (1) the construction of a collective action that addresses the complexity of client needs, and (2) the construction of a team life that integrates the perspectives of each professional and in which team members respect and trust each other. They placed emphasis on trust between actors intending collaborative alliance. In addition, they emphasise the premise of the human process. They advance that collaboration needs to be recognised as not only a professional engagement

endeavour but an essential human process. Trust and the human prcoess are considered critical for the sustainability of collaboration. Hence, for an effective collaborative effort to be well exceuted, three important factors need to be taken into consideration: the environment of collaboration, the processes in terms of human interactions, and the outcomes (ibid.). Essentially, they further affirm the three important core elements for collaboration (D'Amour et al., 2005). They end with their justification based on the human process and trust alongside their definition of the three core elements of collaboration. D'Amour et al. (2005) conclude that these three elements are essential for any collobrative alliance. However, some additional five underlying premises were identified for the effective operation of the three core elements. These five underlying concepts which premise the concept of collaboration are sharing, partnership, power, interdependency, and process (D'Amour et al., 2005).

From another perspective, Gray et al. (1991) identify five essential collaborative processes: the stakeholders are independent, solutions emerge by dealing constructively with differences, joint ownership of decisions is involved, the stakeholders assume collective responsibility for the charioting direction of the domain, and collaboration is an emergent process. They describe their point of view as characteristics as opposed to core elements and place more emphasis on the collaborative process as opposed to the entire collaboration. Based on these essential collaborative process characteristics, Gray et al. (1991) propose a three-stage collaboration model. The first stage consists of problem-setting, second stage involves direction-setting. The third stage is implementation. These stages are seen as summaries in the earlier argument by D'Amour et al. (2005) of three core elements of collaboration, however their approach was different. They believe in the identification of characteristics before developing the collaborative alliance stages. Each of the stages argued by Gray et al. (1991) link back to the three core elements of collaboration. However, Sharfman et al. (1991) delineate the model. They place greater emphasis on the need to consider changes in the alignment of a collaborative alliance within its environment over time. These changes can be either internal or external. The

changes in the context can lead to misalignment, which require adjustments if the alliance is to survive. The presence or absence of these core elements determines whether or not collaboration has occurred.

In summary, collobaorative alliance essentially requires three core elements: These three core elements need to be adequately reviewed, evaluated, and documented with counter signatures by actors involved. However, this can only be achieved according to how trust is maintained and human processes effectively managed for expected results to be achieved (D'Amour et al., 2005). In addition, there is a constant need for adjustment and re-adjustment of the internal and external alignment due to the environmental changes to avoid the impact of misalignment in order for the collaborative alliance to survive (Sharfman et al., 1991). However, the context of the three core conditions is premised on the sectoral dynamic of the collaboration. Collaboration complexities pose challenges for practitioners within the SEP. As argued by Domenico et al. (2009), the collaboration dynamics required for similar sector collaboration are relatively different from cross-sectoral collaboration. The cross-sectoral collaboration varies due to the different forms of combination by different sectoral actors. Thus, what is applicable within a particular cross-sectoral collaboration may not be applicable in another. Given the SEP context of this study, theoretically, limited attention has been given to the collaboration between social enterprises and local city councils for the creation of social value. Therefore, there is an urgent need to identify and understand the collaborative mechanism to adopt within the SEP context of this study. This is the gap in the literature this study aims to explore empirically.

2.7 Critical Exploration of Partnership Definitions and Types

Partnership as a concept is now a dominant slogan in the rhetoric of public sector reform, capturing different forms and levels of privatisation (Wettenhall, 2003). This privatisation became dominant through the 1980s and 1990s. The UK led the global phenomenon anf

deployment of public-private (Bovaird, 2004; Le Ber et al., 2010). A typical example, in the UK, over 650 public-private partnerships account for a value of over £60bn (Caldwell et al., 2017). Some partnerships cut across diverse sectors to address social issues. These social issues are often recognised as core basis for the most partnership, thus, giving adequate consideration organisational interdependencies. However, Le Ber et al. (2010) ignore organisational interdependencies in their partnership research whilst predominant focus is on private or public institutions interest. Scholastic emphasis on private or public interests in partnership has in recent years been strengthened as a result of increased disciplinary and professional knowledge (Logsdon, 1991; Mahoney et al., 2009). The increased disciplinary and professional knowledge establishes that private and public interests in partnership need to be explored collectively and not conceived independently. Furthermore, the interdependency of the public and private interest has deepened the need for the creation hybrid organisational arrangements across sectors (James Barlow et al., 2013; Roehrich et al., 2014). Kivleniece et al. (2012, p. 273) public-private relationships are defined as

> any long-term collaborative relationships between one or more private actors and public bodies that combine public sector management or oversight with a private partner's resources and competencies for direct provision of a public good or service.

However, cross-sector social-oriented partnerships (CSSPs) which address social issues occur in four 'arenas': business-non-profit, business-government, government-non-profit, and trisector (Seitanidi et al., 2010). Research on CSSPs is multidisciplinary, and different conceptual 'platforms' are used: resource dependence, social issues, and societal sector platforms (Selsky et al., 2005). These different conceptual platforms has promote the prominence of collaborative activities and its extensive in all sectors over the last 25 years resulting in a 'stunning evolutionary change in institutional forms of governance' since the 1980s (Alter et al., 1993, p. 12). Organisations jointly identify and strategically address challenges using cross-sector social-oriented partnership (CSSPs). Focal areas within cross-

sector social-oriented partnership will include economic development, education, health care, poverty alleviation, community capacity building, and environmental sustainability. In recent years, there have been a rapid growth in the number of CSSPs (Berger et al., 2004; Googins et al., 2000; Pittz et al., 2015), across the developing and developed countries (Jenei et al., 2000). However, CSSPs concept has been challenged with conflicting definitions of CSSPs (Nelson et al., 2000; Warner et al., 2017). For example, Waddock (1991, pp. 481-482) characterised social partnerships as inherently cross-sectoral:

> The voluntary collaborative efforts of actors from organisations in two or more economic sectors in a forum in which they cooperatively attempt to solve a problem or issue of mutual concern that is in some way identified with a public policy agenda item.

CSSPs are also recognised as long-term social issues-oriented projects involving cross-sector social partners. Although some CSSPs social projects may be 'transactional' – short-term, constrained, and largely self-interest oriented – or integrative (Austin, 2000) and developmental, longer term, open-ended, and largely common-interest oriented (Googins et al., 2000; Wymer et al., 2003). The different variations of CSSPs terminology are as a result of the newness and evolving nature of the field (Nelson et al., 2000; Waddock, 1991; Warner et al., 2017). Some authors describe it as inter-sectoral partnerships (Waddell et al., 1997), social alliances (Berger et al., 2004), issues management alliances (Magee, 2003), and strategic partnerships (Calton et al., 2013). The source of the social partnership idea ideally forms the basis of the CSSPs. The social partnership idea drives the collaborative inter-organisational relations which develop or sustain a competitive advantage to address stakeholder demand (Pittz et al., 2015). Social partnerships are conceived as a way to address organisational needs with the added benefit of addressing a social need (Caldwell et al., 2017; Roehrich et al., 2014). Thus, Roberts et al. (1991, p. 212) recognises collaboration as an essential element which is defined as

> a temporary social arrangement in which two or more social actors work together toward a single common end requiring the transmutation of materials, ideas, and/or social relations to achieve that end.

More importantly from the definition above, the social arrangement is described as temporary (ibid.). This is a major deviation from the previous definition. Although duration tend to ascribe an important factor, other scholars argue that the important focus is the social issues to be addressed and not the length of partnership. Thus, Calton et al. (2013) emphasis organisational autonomy. They identify that social partners intend to retain organisational autonomy while joining forces to tackle a shared social problem. In the extant literature, environmental turbulence attributes which exceed the scope and capability of a single organisation to address are some of the of the CSSP idea (Nelson et al., 2000; Rinaldi et al., 2016; Seitanidi et al., 2010). These environmental turbulences which generate unintended consequences often result in social issues or meta-problems. By definition, these meta-problems terminology are poorly defined, thus, considered multifaceted within institutional arrangements (Trist, 1983; Waddock, 1991). However, the conflicting meta-problems identification and definition are extensively discussed by multi-institutional collaborative endeavours to secure improved that chances of addressing them (Muthusamy et al., 2005; Rangan et al., 2006; Sakarya et al., 2012). Multi-institutional collaborative partnerships help the social partners redefine social issues and meta-problems to shape and steer them more efficiently.

In organisational literature, two platforms were identified for CSSP: the resource dependence platform and the social issues' platform (Seitanidi et al., 2010; Selsky et al., 2005). In the resource dependence platform, organisations collaborate voluntarily primarily for their organisational interest while the social issues' platform address social concern. In the social issues' platform, the social partners collaboration can either be mandated or voluntary, however, the social issue is paramount. Thus, the social issues' platform is issue focused and not organisational benefit focus which the resource dependence platform intends achieving. Increasingly, most CSSP partnerships gravitate towards the social issues' platform because the

partners are shaped to be, strategic, supporting the core mission of their respective organisations (Warner et al., 2017).

2.7.1 Partnership and Social Value Creation Models

Over the past decade, several studies have been conducted on dynamic social value concepts. These studies have advanced diverse models to facilitate different dimensions of the concept. Each of the models has advanced different constructs to enable social value creation. Firstly, Hazy et al. (2009) propose economic terminologies when establishing the interrelation between economic value and social value. While social value involves stakeholders, economic value involves shareholders. Value to stakeholders cannot be monetarised and, moreover, all stakeholders cannot be identified, which Hazy et al. (2009) argue makes the concept complicated. On the other hand, they propose an equality notion, that of economic value to social value. This is premised on the argument that; wealth is created when economic value is created. In the absence of any counter-balancing negative effects from any of the social stakeholders' activities either social, then social value has been created.

It is argued that social entrepreneurs find it difficult maximising their investors' wealth because they are more interested in pleasing other stakeholders. However, it does not imply that economic value is not created for their investor. Emphasis is placed on social value maximisation over economic value maximisation. Technically, it is inferred social value creation is dependent economic value creation. Establishing the link between economic and social value might not be obtainable in all instances, especially from a commercial perspective. However, social enterprises deliver both values to their clients and beneficiaries. On the other hand Caldwell et al. (2017) advance a social value creation model in public-private hybrids (see Figure 7).
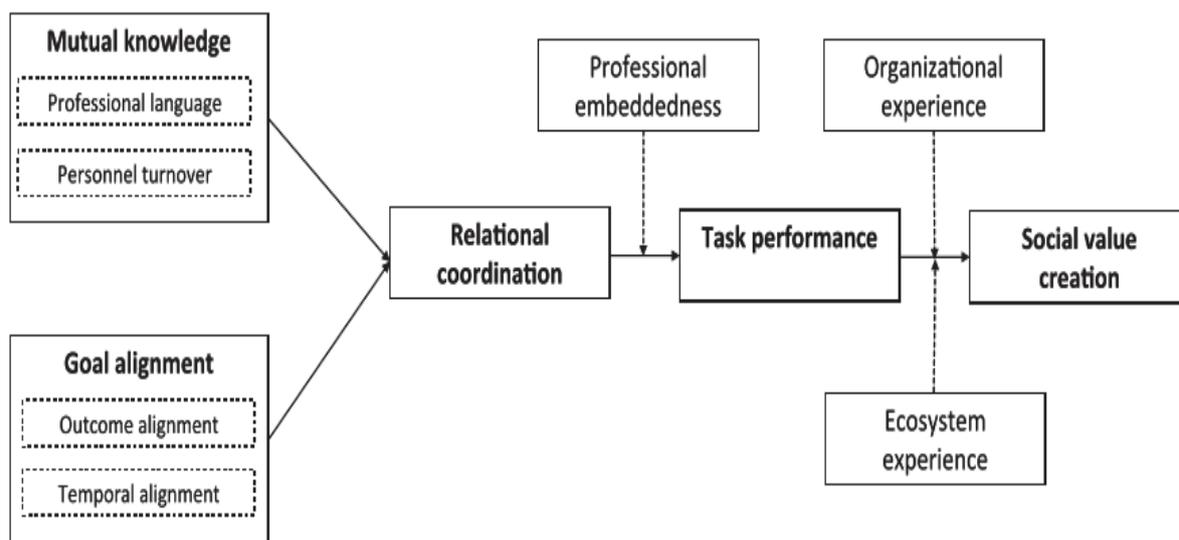
Figure 7: Social value creation in public-private hybrids

Source: (Caldwell et al. 2017, p. 915)

In Figure 7, several constructs are paramount for the effective delivery of sustainable social value for beneficiaries, but hybrid institutions or collaborations have to clearly understand the pivotal function of relational coordination for social value creation. Relational coordination depends on mutual knowledge and goal alignment. Mutual knowledge is understanding about a subject matter that communicating parties are aware they share in common (Cramton, 2001; Kotha et al., 2013). Establishing clarity of mutual knowledge in inter-organisational relationships is crital (ibid.). Identified shared understanding supports and propels effective communication between parties which invariably avails the propensity of each party to act in a manner that can predict others' actions or inaction. (Hoopes et al., 1999; Puranam et al., 2012). Thus, without effectively clear communication, establishing relational coordination and the management of task inter-dependencies will be challenging (Gittell, 2001). 'Mutual knowledge is considered to be a precondition for effective communication and the performance of cooperative work' (Cramton, 2001, p. 349), and a lack of mutual knowledge adversely impacts on any working relationships (Carlile, 2004). Improving direct knowledge increases

mutual knowledge (Cramton, 2001). Thus, each party should increase available avenues of sharing first-hand observation same experiences, and most likely attend same meetings

Goal alignment is the second element of relational coordination. The goal alignment is an essential factor for the creation of social value in hybrid collaboration (Carlile, 2004; Gulati et al., 2012). The goal alignment harmonises the goals and objectives of partners from different sectors. Mutual knowledge is the pivotal core point for public-private collaborations to achieve their goal alignment (Kotha et al., 2013). To support the relational coordination with organisational management processes and practices, it necessary to clearly establish mutual knowledge and work toward achieving goal alignment (Gulati et al., 2012). Listening and valuing the other parties' professional language foster the attainment of mutual knowledge development. While the relationship and the impact goal alignment and mutual knowledge on relationship coordination have been established, generating the content for management practice and process create communication which aligns all factors for sustainable social value collaborative partnership. The value creation and capture in public-private ties model illustrated in Figure 8 below emphasis the role and importance of communication and alignment, that neither would work alone, and that specialist knowledge would not be accessible without relational coordination (Hoopes et al., 1999). In the model, two major constructs, communication and goal alignment, reduce attributable benefits of social partners working either unilaterally or reduce the risks in coordination thereby creating relational coordination through a self-reinforcing pattern.
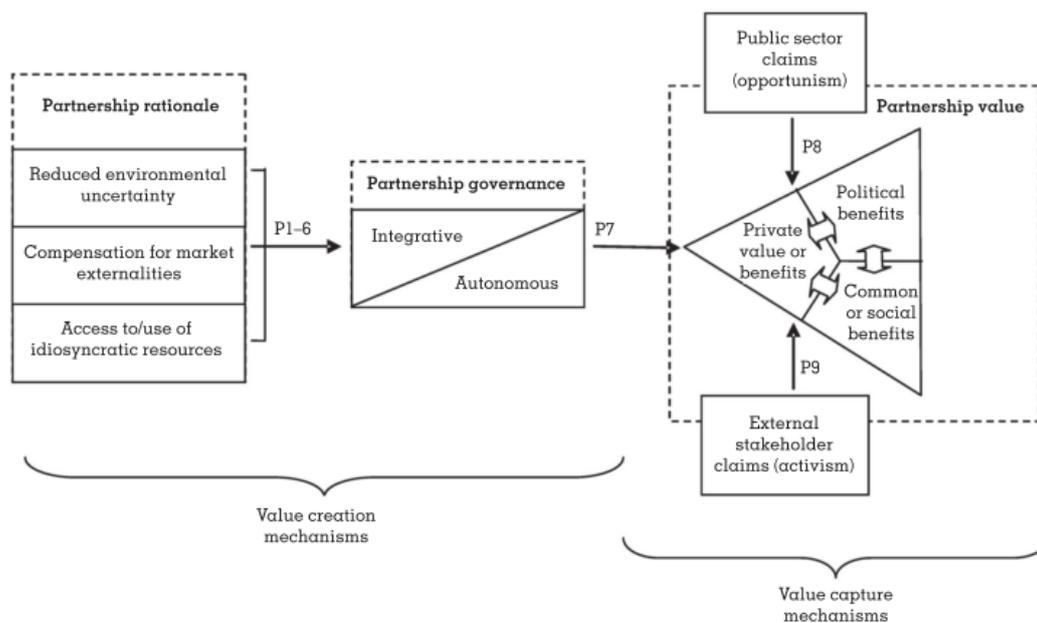
Figure 8: Value creation and capture in public-private ties

Source: (Kivleniece et al. 2012)

The integrated model framework on public-private collaboration recognises the importance of governance in value creation and its distribution. Kivleniece et al. (2012) affirm that not only do these public-private relationships represent a novel type of governance phenomenon, distinct from the well-established discrete structural alternatives, but they likewise exhibit contrasting features allowing the theoretical identification and classification of certain 'ideal' types. Williamson (1999) admits that, the established schema of governance modes distinguishing between market, private hybrid, and private bureaucracy (firm) needed to be enlarged, and subsequently introduced public agency and regulation (a hybrid between public agency and private firm) as two additional discrete structural alternatives. Kivleniece et al. (2012) expand on this classification by arguing that the hybrid public-private governance is not managed by only regulations but also a richer set of attributes that distinct from market, authority, or private alliance–based structures (Rangan et al., 2006). However, they differ from regulation by involving direct, unmediated ties with public actors. In at least part of the entrepreneurial authority, operational tasks and ownership rights are shared for the purpose of

achieving certain public objectives or output. As opposed to the largely exogenous and indirect influence within private inter-organisational ties, in public-private ties, public organisations are able to directly shape the collaboration outcomes through a wide array of institutional and coercive means (Spiller, 2010). These governance specifics, as well as the transparencies and procedural compliance demands characterizing public contracting, imply that public-private ties face a much more restricted set of governance mechanisms (autonomous versus integrative) than private hybrid cases. They are not able, for example, to rely on trust-based mechanisms or full-scale integration; rather, they use varieties of alliance contracts, either a less complete or a more complex one (Rivera-Santos et al., 2010).

Wettstein (2012) adds to this discussion by arguing that agents with the capability of protecting human rights have to recognise it as collective duties and assume their equitable share of the responsibility. Finding an appropriate solution to these human right abuse is based on the assumption the ability to effectively comprehend the root cause of the problem (Sinkovics et al., 2015). The process of identifying the root cause adopts a two-system (or multi-system) approach. The approach purposes to identify social constraints and not merely symptoms of those constraints, and to work out how to alleviate them. The agent organisations have to view affected individuals as a system. Furthermore, the ability to identify and to alleviate system constraints will most likely ensure the business and its processes remains resilient and sustainable (Sinkovics et al., 2015; Sinkovics et al., 2014).
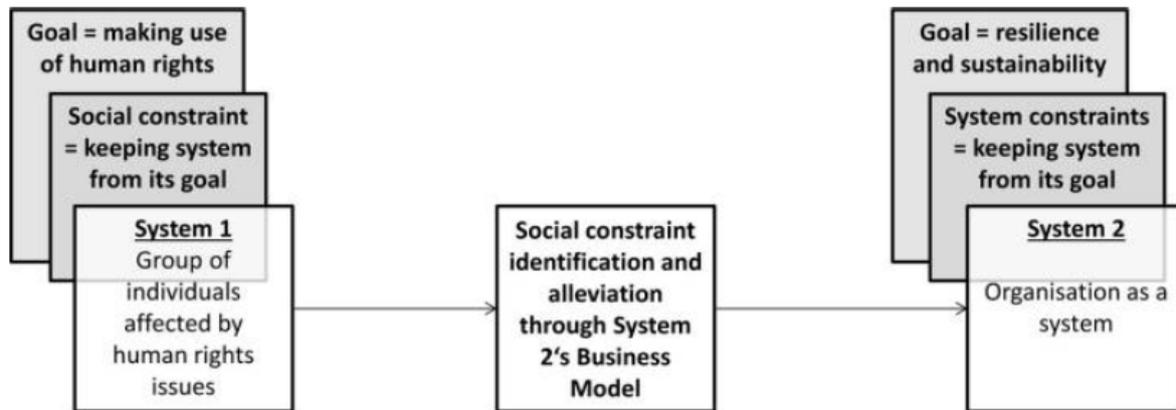
Figure 9: A two-system view of social value creation

Source: Sinkovics et al., 2015

Figure above is an illustrative representation of social value creation using the two-system approach. Sinkovics et al., (2015) illustrated how their definition of 'something that benefits society' broadly demonstrate the general concept of social value creation. Benefits to society are often argued to be created by social enterprises.

2.8 Exploration of the Social Value Creation Concept

Academics' and practitioners' interest in the 'social value' concept has experienced exponential growth over the last decade (Dacin et al., 2010; Smith et al., 2010). Over the last few years, social value has become core for management research and practices (Caldwell et al., 2017). Although there are different studies on social value impact and social value models (Campos-Climent et al., 2017; Ebrashi, 2013; Grieco et al., 2015; Haugh, 2005; Smith et al., 2010), there is no acceptable definition of social value as a concept. The non-uniformity in definition is attributable to social value complexity and its multifaceted nature. Researching social value models and assessment principles is fundamental for the development of the research field and having an agreed, clear, intrinsic meaning for the concept will also be

invaluable. In agreement with this complexity, Hazy et al. (2009) identify that, one of the challenges facing the systematic definition and theory of social value creation is the inability to determine constructs, relationships, and metrics for social value. Thus, there is no agreeable definition social value (Sinkovics et al., 2014). For example, a school of thought claims that social value is created when one feeds the hungry. However, such thinking has been debated to be erroneous (Caldwell et al., 2017). Feeding the hungry creates social value when some broader social benefit is achieved otherwise it is considered a kind act. Such broader social benefit will involve the development of the sustained ability to feed. Short term solutions to symptoms are not considered as social value because the underlying problem is not resolved. When sustainable resolution to the underlying social needs is achieved, social value is identified to be created.

From monetary value to a beneficiaries perspective, Lepak et al. (2007) suggest that social value depends on both the value realised from the exchange of a monetary amount for the value received. Taking a futuristic sustainable benefit stance, Hazy et al. (2009, p. 257) define 'social value as an organised activity and the net benefit that accurses to all stakeholders including those in the future'. On the other hand, Kivleniece et al. (2012) take a partnership perspective and define social value as the entirety of benefits obtainable from partnership to the public or community. Furthermore, Grieco et al. (2015, p. 1175) approach this from an input-outcome social point of view and describe

> social impact (value) as a combination of resources, inputs, processes, or policies that occur as a result of the real, implied, or imagined presence or actions of individuals in achieving their desired outcomes.

Analysing and conceptualizing social value creation from these definitions is somewhat difficult because, over the past decade, scholars have approached social value from different perspectives. Therefore, for the purpose of this study an operational definition of social value creation is supported by Sinkovics et al. (2015) who define 'social value creation as the

alleviation of social constraints which is comparable across different contexts' (p. 354). They also delineate social constraints as the social needs that incapacity individuals from making use their sustenance, self-esteem, and freedom from servitude. This definition captures social value from different contextual sources for the diverse positive wellbeing attributable to beneficiaries, however it fails to highlight the prominent role of partnership in social value creation. Furthermore, taking a partnership definition cue from Kivleniece et al. (2012), the operational definition for social value creation in this study is the process of alleviating social challenges from public or community and providing positive wellbeing which is obtainable from city council-social enterprise partnership. The social challenges will include lack of housing, food constraints, lack of education, lack of medical service, and lack of self-esteem.

Creating social value has resulted from the compassion and personal conviction of social enterprise owners (Bacq et al., 2011). However, Pret et al. (2017) argue that community norms and expectations are the main reasons why social enterprises embrace social value creation. Irrespective of compassion, personal conviction, or community norms and expectation, most scholars agree that social enterprises are driven by social value creation desires (Smith et al., 2010). Furthermore, several scholars suggest that social collaborations such as cross-sector social-oriented partnership (CSSP) and public-private partnership (PPP) generate sustainable social value for more beneficiaries (Austin et al., 2006; Mahoney et al., 2009; Zahra et al., 2014). Creating social value from a synergic collaboration of public and private partners is the central tenet for most social engagements; however, these critical public and private interactions need clarification regarding the appropriate processes to adopt and the social value creation mechanism to engage. As such, social value creation poses some challenges. Caldwell et al. (2017) identify co-ordinated working, managing highly professionalised individuals, and the need for mutual knowledge as some challenges of social value creation.

2.9 Critique and Implications of Collaboration and Partnership Theories for this Research

Kivleniece et al. (2012) has established an operational definition for social value creation. Taking cue from their definition, it as the process of alleviating social challenges from public or community and providing positive wellbeing which is obtainable from the city council-social enterprise partnership. Fundamentally, there is a slight distinction between collaboration and partnership according to the different arguments from scholars as illustrated below. Taking a historical perspective on the development of the partnership and collaboration theories, this study proceeds with a systematic argument.

Commencing with evidence from the 1990's, Jamal et al. (1995) describe collaboration as a multiparty problem solving techniques or process. The process involves an alliance which extends its tenets in the accomplishment of different dimensional initiatives both within the private and public sectors (Sharfman et al., 1991). However, the collaborative alliance within the private and public sectors is not only described as an interorganisational relationship but also an inter-personal relationship which makes its theoretical and practical application and evaluation difficult to establish (Gajda, 2004). Thus, fundamentally collaboration theories apply both to interorganisational relationships and inter-personal relationships. This perspective is promoted by Jamal et al. (1995) who advocate that the three core conditions to be present before organisations engage in collaboration are interdependence, perceptions of significant results from collaboration, and recognition of the relative importance of the issue to be resolved. In addition, Domenico et al. (2009) advance that three core components for any successful cross-sectoral collaboration include (1) the value that each member of the collaboration attributes to their partner's inputs (pre-condition), (2) competing practices and priorities intrinsic to the corporation and the social enterprise (processes), and (3) expected benefits of the collaboration to each partner (outcomes). Gray et al. (1991) outline five essential characteristics of the collaborative process: the stakeholders are independent, solutions emerge

by dealing constructively with differences, joint ownership of decisions is involved, the stakeholders assume collective responsibility for the direction of the domain, and collaboration is an emergent process. However, Sharfman et al. (1991) place more emphasis on the need to consider changes in the alignment of a collaborative alliance within its environment over time. These changes can be either internal or external. The changes in the context can lead to misalignment, and thus require adjustments if the alliance is to survive.

On the other hand, public-private relationships are defined as 'any long-term collaborative relationships between one or more private actors and public bodies that combine public sector management or oversight with a private partner's resources and competencies for direct provision of a public good or service' (Kivleniece et al., 2012, p. 273). In addition, Waddock (1991) characterised social private-public partnerships as cross-sectoral. He recognises the engagement as voluntary collaborative efforts of partners from organisations in two or more economic sectors in a forum in which they cooperatively attempt to solve a problem or issue of mutual concern that is in some way identified with a public policy agenda item (pp. 481-482). The social partnership idea of collaborative inter-organisational relations is that businesses engage in a socially responsible manner in an attempt to resolve stakeholder demands whilst they strife to achieve competitive advantage (Pittz et al., 2015). It therefore, it is confirmed that collaboration is an essential factor in any social arrangement in which social partners strategically work toward clear define social objective(s) on a temporary basis.

2.10   Theoretical Explanation: RDT, Bricolage, and Social Exchange Theory

According to Barbalet (2017), social exchange is underpinned by the voluntary actions of individuals that contribute towards the impact that they are expected to provide. Simultaneously, the author also suggests that a system thus conceived is hierarchically organised, while the value system is also based on a scale of standards. The differences between actors often stem not from the content of their system, but from the way their value systems

are ordered. In addition, the extent that a value is rooted in a person who tends to encompass a privileged position in a system influences the level of contribution. There are some certain values that people hold so dear that they dedicate their lives to them. there are certain values. On the other hand, Blau (2017) explained the core values, which are shared by the given population regardless of their professional membership, age, sex, or level of education. Specific values are specific to a particular category of people, such as a social class, generation, ethnic group, or members of a certain political party. The core values form the basis of social consent and contribute to the foundations of social agreement (Lyman, 2016).

To understand the value system of the actors, the structuring values are highly significant. They order the whole hierarchy and contribute to the ultimate explanations of the crucial choices (Cropanzano et al., 2017). It is from them that the actor gives an orientation to his life. For example, for some the structuring value is family; for others it is love, professional success, religion, or money. This makes it possible to draw a profile of the actor and the similar regrouped profiles reveal the great families of values present in society. Examples include the postmodernism, the traditionalist, the Christian, and the secular. Concurrently, explicit values are spontaneously stated by value bearers or are named in response to a questionnaire. The implicit values are observable by external signs, such as the sign 'Private Property, Forbidden to Enter' denoting the characteristics of a house. Another example entails the elevated bridge that indicates a political value of a property or the enthusiastic singing of a national anthem which reminds us of someone's patriotism (Tehseen and Sajilan, 2016). Therefore, it can be stated that values are formed, receive their significance, and are transmitted by the socialization process where agents such as family, school, the media, and groups of friends are important. In this way, human beings progressively receive their cultural equipment.

According to Hein et al. (2017), values contribute to maintaining and regulating society since they establish the legitimacy of the social order, the validity of laws, and the practice of social control. Considering the previous elements, creating social values can be divided into two perspectives:

a) The common and shared definition of value as desirable ideals. In the first perspective, values are considered as ways of being or of acting that a person or a community deems ideal and that make the subjects or behaviors to which that value is attributed desirable or estimable. In this case, it is about implicit intersubjective consensuses that facilitate individual and collective social action (Barraket and Loosemore, 2018). In this way, values become criteria according to which social groups judge the importance of people, forms and socio-cultural objectives. Values are shared and that contributes to well-being and social cohesion.

b) Value as a collective preference. Along the same lines, but with greater emphasis, values are defined as collective preferences, which appear in an institutional context and at the same time regulate it (Kokko, 2018). From this analytical perspective, every social actor has a more or less explicit and coherent scale of preferences, derived from discussions, conflicts, and commitments in social life, in which opinions and points of view are mixed.

In this sense, collective preferences accommodate and commit those who adhere to them. However, they are not univocal, evident, and operative principles, since their origin indicates that they are open systems with a weak logic and consistency, although operative. Daniel and Pasquire (2019) address the product of commitments and conflicts in the history of sociological thought, stating that values appear with a paradoxical face. For example, this is how Puritanism, studied by classical theorist Max Weber, placed emphasis on social compliance and submission to the law of society with the potential for innovation and originality in social relationships. Another classical sociological theorist, Emile Durkheim, when studying individualism that

reflects the characterises of modern society, this is tends to inconsistently combine the discipline with that of autonomy and finally Tocqueville mixed general and dominant passions (Kiser, Leipziger, and Shubert, 2017). The values of freedom and equality and beliefs that are internalised by society, such as sovereignty. From the sociological perspective, all values are presented with respect to which the social consensus is fully shared. Around its variables, reflections are adopted and adapted according to a complex societal development. In this way, the traits of the values that complete these two generic definitions emerge. This is how values are placed in the ideal order and not in the concrete order of objects, behaviours, or events.

With the globalisation of the market, companies have to undergo several restructurings to keep up with competitiveness and become more effective. In parallel with organisational changes, the need arises for companies to integrate workers and ensure the workforce participates and adapts in order for them to be able to follow these changes and guarantee their jobs. In this sense, Giboney, Briggs, and Nunamaker Jr (2017) stated that in addition to the predefined activities in their function, workers must carry out other activities that are innovative and spontaneous and go beyond what is established in their role, as these are 'extra-paper' behaviours that can increase organisational effectiveness. Cherrier, Goswami, and Ray (2018) defined the behaviours of organisational citizenship as unrestricted behaviours not directly or explicitly recognised by the formal reward system. These behaviours together promote the effective organisational functioning, while their relevance for human resource management is linked to the growing need to have an effective and productive workforce without which organisations cannot evolve. It can be stated that successful organisations need to have employees who are willing to do more than their usual work and whose performance goes beyond what is expected. Anderson and Lent (2019) argue that behaviors of organisational citizenship are a central factor in the survival of organisations. Behaviors expected of organisational citizenship can maximise efficiency and productivity of employees and

organisations, which in turn contributes to the efficient functioning of an organisation, alongside increasing the quality of services provided.

According to Blau's Social Exchange Theory (1964), workers create relationships in the workplace which can be categorised into two general groups: (i) economic exchange relations, generally of short duration and involving concrete exchanges of work for financial reward, and (ii) relationships of social exchange, of longer duration, which involve the exchange of less tangible resources and more emotional or socio-emotional realms, such as recognition and esteem (Hoo Na, Choi, Walters, Lam, and Green, 2017). These exchanges can arise between employees or between subordinates and supervisors. In the case of social exchange, the general rule of reciprocity is applied, since employees who have favourable attitudes towards others trust that they will receive the same kind of behaviour in return (Bellostas, Lopez-Arceiz, and Mateos, 2016). These social exchanges are both better for the existence of reciprocity; that is, in any interpersonal relationship or organisational an individual always expects to receive the same or even more than is invested in that same relationship. The importance of establishing reciprocal social exchanges is that it concerns the need to guarantee individual well-being. Idahosa (2019) states that individuals maintain social exchange relations to the extent that they receive fair benefits that are of value to them which guarantee well-being.

However, with respect to emotional exhaustion, when social exchange is interrupted, it results in high turnover intentions, low levels of performance, and a reduction in organisational citizenship behaviours (Raiden, Loosemore, King, and Gorse, 2018). In social exchange relationships, individuals tend to identify more with the person or entity with whom they establish a relationship and, consequently, are more motivated to make sacrifices for the benefit of the partner. When examining behaviours of organisational citizenship from an exchange

perspective, attention is focused on the exchange between the organisation and the individual and/or the exchange between the supervisor and the employee (Abbas and Siddiqui, 2020).

Zahra and Wright (2016) found that reciprocity assumes a central role in people's lives and the establishment of reciprocal social relationships is essential for the health and well-being of the individual. These authors also affirm that the preference for reciprocal interpersonal relationships is deeply rooted already, which may have been the reason for reproductive survival and success in the past. However, according to the Equity Theory, individuals seek reciprocity in relationships that are interpersonal and organisational, so what a person invests and gains in a relationship must be proportional to the investments and earnings of the other participant in that same relationship. According to Adams (1965), reciprocity can be defined as being an equivalent force between participants in a relationship (Rousseau and Berrone, 2017). The theory also states that equity exists in respect to the investment ratio and results of the person and the other participant. Correspondingly, the lack of reciprocity (in equity) arises when the investments are superior to results. More specifically, Buunk and Schaufeli (1993) state that the absence of reciprocity or an unbalanced help relationship slowly diminishes the professionals' emotional resources, which then can trigger the emotional exhaustion (Porter and Kramer, 2019). When this inevitably gives rise to worse results, the imbalance increases and resources are worn out, thereby resulting in loss (Kang and Na, 2020).

For most professionals, investing in a relationship without receiving the appropriate results is extremely exhausting, depressing, and frustrating, causing an imbalance resulting from emotional exhaustion which indicates a natural disinvestment in relations with health patients. However, Chadwick-Jones (1976) pointed out that in terms of Adams' reciprocity and equity they were practically identical concepts, as both referred to the comparison of the investment ratio and own results with the other participants (O'Brien, Jarvis, Soutar, and Ouschan, 2018).

On the other hand, Yilmaz and Yilmaz (2019) explained that they prefer to use the term reciprocity as it is a more generic term than equity. Thus, the authors further defined reciprocity as the equality of investments and benefits perceived in an exchange relation to the individual's internal standards, with respect to that of a specific relationship. Yilmaz and Yilmaz (2019) also argue that the absence of reciprocity or the existence of an unbalanced aid relationship may lead to the emotional exhaustion of the worker. They add that this situation is more evident in health care services, as they invest more in relationships than they receive. Several studies have found significant correlations between the lack of reciprocity and burnout in employees (Perrini, Costanzo, and Karatas-Ozkan, 2020; Baryshev, 2017; Kaushal, 2016). These studies also demonstrate that an unbalanced social exchange relationship between entrepreneurs and their subordinates, characterised by the absence of reciprocity, can give rise to burnout.

Regarding reciprocity at the organisational level, Akman, Plewa, and Conduit (2019) assert that workers tend reduce their level of commitment when they realise there is a lack of reciprocity in the social exchange relationship within their organisation, in essence when they feel they invest more than they get back. This statement is reinforced by studies on organisational justice in which it is evident that the perceived injustice among workers may lead to weak organisational commitment. On this basis, Yalcintas (2019) concludes that weak organisational commitment among employees is as a result of employees who invest more in the organisational duties than they receive in exchange from the organisation. However, the commitment was not affected by the interpersonal exchange relationships between entrepreneurs and their subordinates (Moon and Parc, 2019). The perception of the absence of reciprocity within an organisation may have its origin in organisational stressors, such as poor management, lack of support from the supervisor, poor communication, lack of information, or even downsizing.

Furthermore, Kickul et al. (2018) study show a specific logic in social representation describe behaviour as thought processes that combine form and content through the conformation of semiotic objects and during speeches result in an interlocutor. In this natural logic, the hypothetical deductive aspects of the scientific logic and even of the operative logic of Piaget vanish. During discursive relationships, individuals appeal to the causes of the accomplished facts, to the authority of the speaker or of who is speaking, to comparisons with analogies, to a certain bricolage of social representation as references for the action. For future research, they mentioned the insights inherent in aspects of conventional, cultural, and institutional entrepreneurship that exist in the context of higher education. Sarkar (2018) sought to define social entrepreneurship and identify its role in the public domain. Kwong et al. (2017) explored a social bricolage of the conceptual bases of several disciplines, identifying their main constructions in the social entrepreneurship area, among them the creation of social value, the participation of interested parties, and persuasion. The authors further address the implications of social entrepreneurship for the social theory of entrepreneurship, management practices, and political guidelines. To understand the problems further that arise in an organisation, there is a set of theoretical assumptions whose analytical approaches are different within the scheme of its postulates and principles. Within these perspectives the problem is the external restriction, externally determined by the environment. According to Ljunggren, Sundin, and Vestrum (2016), to explain and analyse the activities or actions carried out in an entity, specific descriptors such as its values, needs, or personality are considered. The key or central element in this theoretical approach is the use of variables or descriptors of the environment. The role of entrepreneurs is then to react to the pressures of the environment and design alternatives so that the organisation can adapt, which places it within the perspective of external control, the organisation being the unit of analysis and the Resource Dependency Theory (RDT) being the conceptual frame of reference.

Regarding the implementation of the RDT, Xiao et al. (2019) points out that it is necessary to go to its roots and look at its basic concept of dependencies and energy. The theory is also based on the control of resources for which it presents an extension of the analysis unit that includes the study of the concepts of dependency and power at three levels. First, (a) at company level, the external perspective such as valuable, rare, inimitable and non-substitutable (VRIN) resources that are acquired and control for the production of products. These resources also focus on relationships between organizations, such as mergers, acquisitions, alliances, relational contracting, and spin offs. Then (b) at company level, the internal perspective, which includes the way in which processes involving VRIN resources are managed (application, governance capacity, and perspectives). Then (c), the group level which focuses on how stakeholders, both internal and external, influence the management of the dependency of resources of the business segment of the company. Finally, (d) the dependencies influence the individual's relationship with the organization (Lai, Chen, and Song, 2019). This also includes the role of an individual inside and outside of a firm and its effect on the performance of the business.

For authors such as Maher (2019) and Biermann and Harsch (2017), these changes have resulted in a technological revolution based on new, more powerful, faster, and more flexible information technologies, which has allowed the knowledge generated to become a product. The development of these technologies has transformed the execution of financial, commercial, and cultural activities worldwide. From these, two new paradigms emerge: the technological paradigm and the economic paradigm (based on the interconnection of markets). This new economy based on the aforementioned paradigms has, according to Nittapaipapon and Atchattabhan (2016), three intertwined attributes: (a) informational, (b) global, and (c) networked. The network connection derives from the change brought by the informational economy, as a result of the use of new technologies, which causes transformations in business organizations to adapt their production processes to the new interconnections between markets.

Large and small companies located in all the countries of the world are organized to incorporate themselves directly, or through links with networks, to the new expansion of world trade. The theoretical review of RDT shows that organisations assume an active role in trying to minimise their subordination to the environment, which may mean modifying or changing the type of company. Hence Jenkins, Ford, and Green (2018) state that the main implication of this model is the identification of dependency and uncertainty as the key explanatory variables that motivate the creation of interorganisational relationships. The theoretical analysis of the basic postulates of RDT make it one of the most significant perspectives for the interpretation and analysis of any type of organisational network. However, Anderson and Lent (2019) point out that attention should be given to the formation of interrelations and the study of the survival of networks which have not been anticipated.

2.11 Social Enterprise Perspective of Social Value Creation

Social enterprises arise from the need to create decent jobs as a solution to the dynamics of exclusion and marginalization of indigenous communities (Bellostas et al. 2016). The interviews highlight that the key to success in developing both organizations has been, on the one hand, the leadership of community members who have promoted long-term actions that made the organizations viable, and, on the other hand, who have managed to involve the entire community in this effort. According to Hoo Na et al. (2017), many communities endlessly wait on the city council to create jobs for their own people and hence for the region. In addition, the authors further described that these communities cannot agree in the assemblies and therefore consensus cannot be built. As soon as there is a profit, many want to take their profit and leave the company. On the other hand, in an organisation, the assemblies have an order, the agreements voted by the majority are respected, and the community is privileged over individuality. In this sense, the democratically elected authorities are trusted and the entire community joins in the new projects that are defined. Similarly, organisations tend to manage to involve the community to jointly solve the problems that arise (Idahosa, 2019). There are

afforestation programs aimed at the children of the community, the company lends tractors and excavators so that farmers can plant their plots or improve their homes which contributes to and promotes the construction of public infrastructure, which would hardly be built without the leadership of a company. This has provided high levels of legitimacy to organisations, which operates with broad community support (Raiden et al. 2018). In addition, all the leaders of organisations should be regarded as members of the community, as they work by understanding its problems, values, and social dynamics to place their company in a better position by the promotion of more effective solutions.

Abbas and Siddiqui (2020) identified that the social enterprise with non-for-profit organizations and its specificity comes from a dimension called social authority. That is, when market transactions revolve around reputation and trust. The social enterprise is moved from its original position within the group of non-profit organizations to the group of hybrid organizations or social enterprises but remains in the legal domain of non-profit organizations. From this point of view, social enterprises would be limited to cooperatives, some trusts, foundations, and charities with business models aimed at solving social problems, limiting the concept to organizations in the third sector (Nam and Hwang, 2019). The social enterprise is conceived not only as an organizational figure of the third sector, but also includes commercial companies, even those listed on the stock exchange, as long as they meet the elements of the definition.

Among the instrumental theories, the agency theory, in which the social responsibility of the company is the maximization of profits and the creation of value for the shareholder within the legal framework, is followed by strategic perspectives in its four variants: a) corporate social integration that understands CSR as the creation of competitive advantages, whose source is in the impact of the value chain in the social environment and in its own competitive context,

structuring a social dimension for the value proposition, but seeking the competitiveness of the cluster by that the company belongs (Raiden et al. 2018); b) the resource-based theory that proposes to invest strategically in the competitiveness of the company through the creation, acquisition, and development of its resources and capacities (Dowin Kennedy and Haigh, 2016); c) the bottom of the pyramid (BOP) with high impact in the business world, where it is considered that taking advantage of opportunities profitable in low-income markets is a way to exercise social responsibility; and d) cause-related marketing that tends to incorporate social attributes to products with the aim of differentiating themselves and obtaining from consumers a recognition of the links of the company with social causes, even charging higher prices (premium prices) for this reputation and differentiation (Zahra and Wright, 2016).

Political theories refer to the political power of companies in society and their consequent responsibility. According to classification, the first is corporate citizenship where a fracture of the social contract between companies and society is recognized (Rousseau and Berrone, 2017). Reference is made to the negative effects of the welfare state crisis and also to the asymmetries of power in international and multilateral economic organizations, as well as to the negative effects of economic globalization. These elements of political influence have increased the power of large multinational corporations, forcing them to interact properly with local communities and the environment, thus introducing an ethical component in their actions and strategies (Porter and Kramer, 2019). The second is corporate constitutionalism that postulates social responsibility as a process of agreements between social actors to limit the power of large companies and multinational corporations. This currently includes the theory of conventions in which the different actors of the sectorial value chains justify their actions by reference to a common and consensual conceptual framework, built from forms of civic cooperation (Ponte and Gibbon, 2003).

Integrative theories are those that seek, identify, and respond to social demands and needs so that the company acquires social legitimacy. These include a) stakeholder management aimed at understanding the reciprocal influence between the company and its stakeholders, to manage these interactions according to certain objectives, classifications, and typologies (Kang and Na, 2020); b) social issues in management with an emphasis on the processes of adaptive responses (responsiveness) of the company to its environment; c) that of the principle of public responsibility that includes the economic principle (providing useful goods and services to society) and legal influence, that is, active participation in the elaboration of public policies under a civic framework of action (O'Brien et al. 2018); and d) the corporate social performance (CSP) with emphasis on the acquisition of social legitimacy through business responses to social problems based on economic, legal, ethical, and discretionary principles (Yilmaz and Yilmaz, 2019).

2.12   City Council and Social Enterprise: Partnership in Social Value Creation

The creation, management, and application of knowledge that creates social value, from this perspective, is considered one of the fundamental practices for the deployment of social responsibility in social enterprises (Baryshev, 2017). Therefore, their practices must be oriented towards the creation and permanent development of resources and capacities, especially deep explicit and tacit knowledge, to promote the upward and expanded creation of social value with financial self-sustainability. In other words, from a resource-based perspective, the social responsibility of social enterprises lies in the creation and development of their own resources (especially intangibles) and enhancing deep knowledge usefulness in the creative and innovative solution of social problems. On the other hand, trust is another key element of the social responsibility of social enterprises, which is explained on two fronts: internal and external (Perrini et al. 2020). The internal front refers to the ability of social enterprises to raise motivations of different types in their employees, allowing the generation

of behaviors consistent with organizational needs, expressed in its mission and its social strategy. Simultaneously, the external one refers to the trust placed by stakeholders as a consequence of the development and social impact of their business activities (reputation) (Kaushal, 2016).

In this order of ideas, the social responsibility of the social enterprise lies in the following foundations. The first is maintaining its social strategy in the future, formulated and implemented with the objective of allowing its clients at the base of the pyramid to capture the economic value created for the company through the business model (Akman et al. 2019). The second is to strive for the internal construction of its own inimitable and unique resources and capabilities, especially intangibles, to maintain its competencies linked to improving the quality of its value proposition and expanding its coverage and social impact. As a consequence, this allows for improving the organisational reputation with all stakeholders and increasing the community's confidence in its economic activity. For example, and as an application of these concepts, it is important for the social enterprise to improve the skills of employees (among which are the skills and abilities of entrepreneurs), improve their motivation, their satisfaction, and their loyalty (Yalcintas, 2019). It also implies promoting a corporate practice driven by transcendent motivations or contributory actions that channel productivity and efficiency towards the creation of social value. An organisation must also have an inventory, a process that uses the tacit and explicit knowledge generated in one's own processes, as well as in the interaction with customers to improve the deployment of your social strategy (Moon and Parc, 2019). The company should aim to improve the quality of value proposition and the quality of customer relationships, synchronizing resources and value networks with the specific needs of low-income customers.

The content of its social responsibility requires the social enterprise to focus on building and developing its own resources and capabilities, especially intangibles. All this is in order to

maintain and intensify its innovative competencies aimed at multiplying and amplifying the creation and upward capture of social and economic value for the people located at the base of the pyramid (Giboney et al. 2017). Kiser et al. 2017 argue that by fulfilling this responsibility, a company will be able to gain the trust of its community and acquire a reputation consistent with their strategy and social impact, which will help expand business activities and increase the number of BOP clients, along with the increase in the costs of emotional and rational changes. It will also promote competing in a business landscape where the income of large corporations is increasingly observed by multinationals and traditional and absorbing companies in the base of the pyramid markets, seeking to apply business models to profitably solve social problems.

In its internal dimensions, CSR is directly linked to the human and social aspect of organizations, and it is through human resources management (HRM) that the well-being of its staff can be materialised as the main interest group within the same organisation, and this is directly involved with in the operation. Thus, responsible companies need to dynamically insert themselves in the social sphere, carry out management in favour of the workers, starting from the fact that they are their main engine and at the same time are active members of the community in general (Daniel and Pasquire, 2019). The human resource is who decides the survival, the disappearance or corporate success. HRM, through its entrepreneurs, determines enthusiasm, commitment, planning, and organization at work.

The HRM is usually in charge of the relationship between workers and their development in the organization, seeking to provide them with well-being. Then, new challenges emerge that are directly related to socially responsible behaviour, which includes the management of diversity, attention to occupational health and safety and workplace harassment, and concern for motivation at work and for the family problems of its members as new tasks for this management (Kokko, 2018). Demands for a better quality of life are increasing, so society

expects companies to provide jobs that demonstrates they think of workers as human beings and not as machines and recognize their rights and obligations. According to Barraket and Loosemore (2018), internal CSR is based on the concept of quality of working life, stating that the current form of organization of economic activity has led to the indissoluble link between personal life and work, therefore that the quality of life of a person will be conditioned by their quality of working life. Therefore, the scope of the internal dimension of CSR in terms of human resources is quite broad, since a socially responsible organization must contemplate all aspects that involve people within it, from the hiring, employment opportunities, and professional development of a diversity of workers.

Although these do not necessarily exhaust the range of public-private arrangements likely to be observed empirically, they serve as representations of hypothetical ideal types, theoretical conceptualisations of plausible, internally consistent collaboration structures underlying value creation and distribution. This point is argued along the lines of the operational and revenue models which determine the governance features with public-private collaboration (Kivleniece et al., 2012). The operational model determines how tasks and activities are shared and carried out between the stakeholders, while the revenue model determines how the private collaborators generate income. Furthermore, while the autonomous governance collaborative form could be exploited by private collaborators premised on their profit maximisation agenda, the integrative form will provide a partnership structure that is ideal for social value creation for beneficiaries.

2.13   Empirical Gap and Conceptual Framework

Following the interdependencies between city council and social enterprises (Mahoney et al., 2009) and tensions between social enterprise driven goals for the public (Margolis & Walsh, 2003), there is a need to examine critically these interdependencies in social value creation (Margolis et al., 2003). Bahl and Kaul (2017) express the view that RDT is one of the

approaches or perspectives for the study and the analysis of the networks that exist between organisations. They also considered the new organisational form of co-ordination which is different from the market and the company. The new organisational form of co-ordination is formed by two or more organisations when linked by long-term relationships, which allow organisations to achieve or maintain a competitive advantage. One of the applications of the resource dependency model is network analysis, which argues that organizations should be studied in relation to the rest of the entities with which they compete and share resources, highlighting the external control to which the company may be subjected due to its need to interact with other entities and groups (Cherrier et al., 2018). On the other hand, social exchange theory is responsible for developing relationships when the boss takes care of his subordinated, implicitly having beneficial values. In other words, social exchange relations are nothing more than positive and fair transactions that arise within a strong relationship and which, in turn, result in employees' behaviours and positive attitudes (Raiden et al. 2018). The social exchange theory has been the most common explanation for behaviours of organisational citizenship, as it suggests that behaviours of organisational citizenship are expected when the employee is satisfied with the organisation and feels motivated to respond to it. The behaviours of supervisors, employees, and co-workers are related to the dimensions of behaviours of organizational citizenship. When it is a positive co-operative behaviour (such as social support) by supervisors, it will result in co-operative behaviour on the part of their subordinates, and vice versa.

The theoretical concepts of RDT and social exchange drive the exploration of collaboration and partnership within a social space. It can be clearly established that both concepts (i.e. collaboration and partnership) are used interchangeably. However, where private-public partnership or collaborative partnership involves the element of developing or sustaining a competitive advantage, such a position from any of the social actors defeats the social aim of

the relationship supposed to create social value. Also, from the illustration above, collaboration is recognised as an essential element of partnership and thus partnership theory encompasses collaboration theory and other elements. Finally, collaboration engages both inter-personal and inter-organisational relationships. These relationships are essential within the SEP context given the dynamism of the social actors within SEP.

While the reviewed literature on the highlighted theories provides vital progressions on these issues, it suffers from two main setbacks. First, it fragments between different research streams, such as public administration, entrepreneurship, organisational economics, and project management. It also lacks conceptual clarity on the notion of city council and social enterprise collaboration (Hodge et al., 2007) and provides a limited theoretical account of city council and social enterprise collaboration as a discrete structural alternative for social value creation within SEPs. Several scholars suggest a range of governance advantages and limitations, yet they stop short of providing a theoretical framework for the categorisation of the various alternative mechanisms through which sustainable social value can be created engaging collaboration (Rangan et al., 2006; Rivera-Santos et al., 2010; Spiller, 2010). Second, a deep understanding of the exact mechanism to use for the creation of social value in city council-social enterprise ties, again within the SEP context, in relation to alternative forms of economic arrangements and boundary choices between the two sectors. The governance space between social enterprise practices and public practice is occupied by hybrid city council-social enterprise forms possessing a set of attributes distinct from capitalism, or social enterprise alliance–based structures. Beyond the regulation, the literature lacks a critical exploration of social value creation by the collaboration of city council-social enterprise partnerships. Also, critical examination of stakeholders' perspective in creating social value within SEPs is under-researched within academic literature. As a result, this study aims to fill this gap and contribute to knowledge in this way. To guide the direction of this study, a conceptual framework (fig. 8)

is adapted from the studies of Grieco et al. (2015); Pittz et al. (2015), Sinkovics et al. (2015), Caldwell et al. (2017), and Rangan et al. (2006).
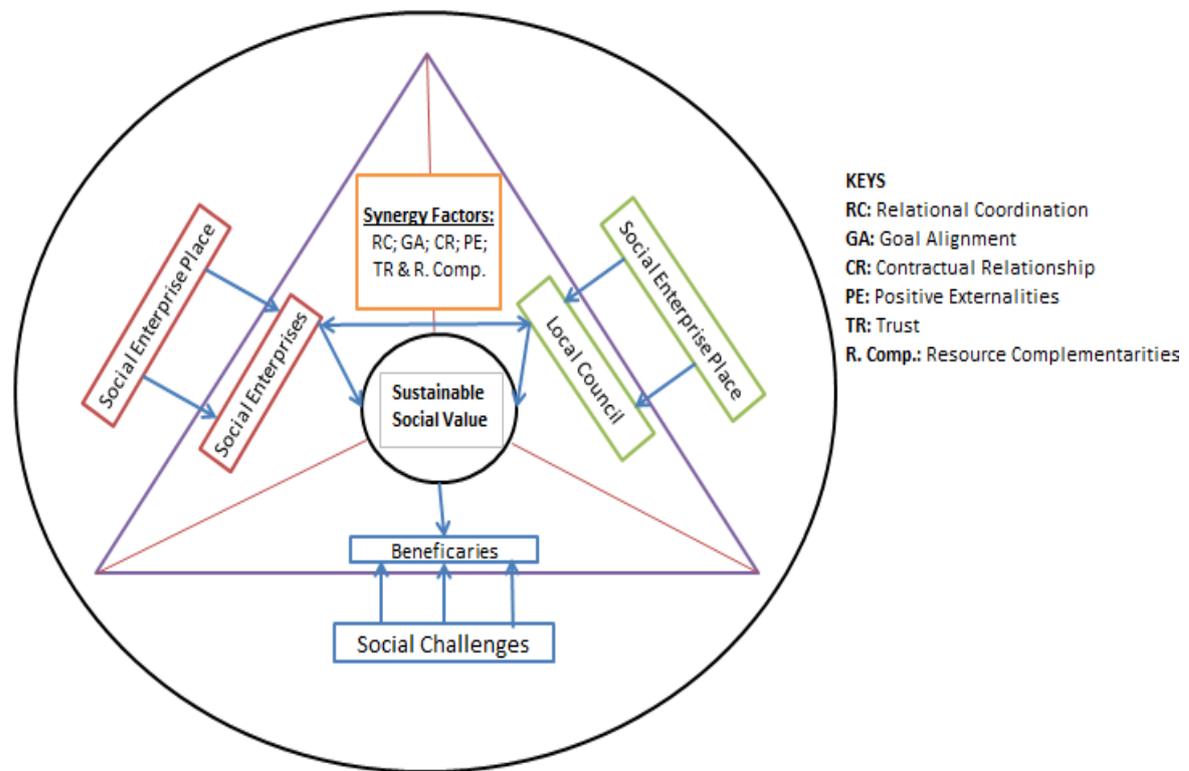
Figure 10: Conceptual Framework of SEP stakeholders' synergy in sustainable social value creation

Sources: (Greco et al., 2015; Littz et al., 2015; Sinkovics et al., 2015; Caldwell et al., 2017; and Rangan et al., 2006)

The creation of social value in current time has become reliant on public and private sector collaboration that involve social enterprises and city councils in social partnerships (Selsky et al., 2005; Yunus, 2011). Innovative forms of collaborative partnership (for example the SEP scheme) between the social enterprises and public sector have spread across industries to prefer solutions to some of the world's most pressing social concerns. Important questions regarding the nature of governance, organisational design and decision-making responsibilities within the collaborative partnerships need to be thoroughly addressed if meaningful outcomes are to be delivered. In as much these important questions need to be address, it cannot be neglected that there are some important trade-offs that could arise in the pursuit of social or public welfare

and private interests. As these collaborative partnerships strengthens and gain global acceptance, the collaborative partnerships need to secure the delivery of value to stakeholders and public, private, and social actors.

As such, a collaborative partnership between SEP stakeholders has strong applicability for the creation of sustainable social value within these deprived places, though this has been underrepresented in the literature (Grieco et al., 2015; Jenner, 2016; Seddon et al., 2014). Consequently, this study proposes that in order to work effectively within SEPs and for stakeholders to deliver sustainable social value to beneficiaries, a collaborative partnership has to be developed. Once implemented, this will help to alleviate social constraints from SEPs. Relational coordination, goal alignment, contractual relationship, positive externalities, trust, and resource complementarities must also be operational for successful synergetic SEP partnership in delivering sustainable social value.

Finally, the collaborative partnership capability needs to be developed to explore new knowledge for decision making, extra-organisational behaviour, and the ultimate success of such collaborative partnerships. Effective decision making in an SEP collaborative partnership delivers on intended social objectives when it facilitates the acquisition of new knowledge acquisition and increases new knowledge exploitation.

It is worth noting at this stage that progress of the proposed conceptual framework depends on social enterprise's different integrating areas, conceptually and empirically. Gap exist in existing regarding city council-social enterprise collaborative partnership literature that contributes systematically to sustainable social value creation. In social enterprise, it is difficult to theoretically establish a sustainable collaboration and also resist empirical analysis.

However, it is apparently essential to understand the evolving collaborative partnership between city council-social enterprise for social value creation (Mahoney et al., 2009).

Maintaining collaborative alliances among professionals and organisations has been described as challenging because parties find it difficult to understand the distinction between collaborative alliances and other forms of alliances like joint venture, partnership, coalition, alliance, consortium, association, and network. In addition to this, there are several limitations, such as collaboration theory's focus on collaboration based on negotiated mutual benefit as opposed to a one-way transfer of resource, to consider. Thus, the synthesis stage requires high-level equity between partners and also a two-way transfer of resources. Nonetheless, an important limitation of the model was acknowledged. This limitation relates to the difficulty in identifying the specific morphology the synthesized collaboration will take. This is contingent on the participating organisation and the context of the collaboration (Domenico et al. 2009). Regardless, partners may seek to avoid the tension through compromising the morphological components. Game theory is one area of economic theory that establishes the structural issues of collaborative interaction. The aforementioned explanation reflects the education, the rules of society, and the prevailing behaviours, their knowledge, the way of living and expressing their feelings, and their values. The means by which values are rooted in the population may be more or less clear, such as rewards for success or penalties for mistakes, but they may also be ordinary, including an unprepared exchange or the deeds and gestures of a person who serves as a model and reference. Social approval or disapproval also exerts an influence, since human beings generally tend to conform to what is thought or what is done.

2.14   Summary

This chapter has provided a critical in-depth review of collaboration theory, partnership theory, and the social enterprise literature. The chapter began with the review of the evolution and definitions of social enterprise. This led to a brief discussion of the conceptual overview

of social enterprise. In addition, the collaboration theory and partnership theory were explored, and different models were critically reviewed and discussed. A critical analysis of both theories was undertaken, and collaboration theory was adopted as the most appropriate within the SEP context. Furthermore, the illustrative process highlights the gaps in research which require further investigation. The multiple complex factors that influence governance of collaborative partnership in a conceptual framework facilities new perspective on structuring and informing social enterprise research. The process of the critical literature review exercise resulted in the identification of an empirical gap and in the development of a conceptual framework in structuring a theory-led empirical approach for this study. Following this in-depth literature review of the theoretical underpinnings of this study, the next chapter will provide an overview of the selected case-study SEPs for this research.

3.1 Introduction

There are clusters of Social Enterprises (SEs) originating in communities, regions, and countries. These clusters are available in the UK, Latin America (Brazil, Ecuador), and South East Asia (Bangladesh and India) where SEs are playing prominent roles in the provision of jobs, infrastructures, health services, food, and clothing (Seelos & Mair, 2005). Taking the focal point from the UK, Social Enterprise UK (SEUK) was instituted as a national body to facilitate the continued development of Social Enterprises (SEUK, 2015). SEUK gives certification of recognition as an SEP using certain standardised selection criteria. To date, the SEUK has certified 28 cities as SEPs (see Figure 11).
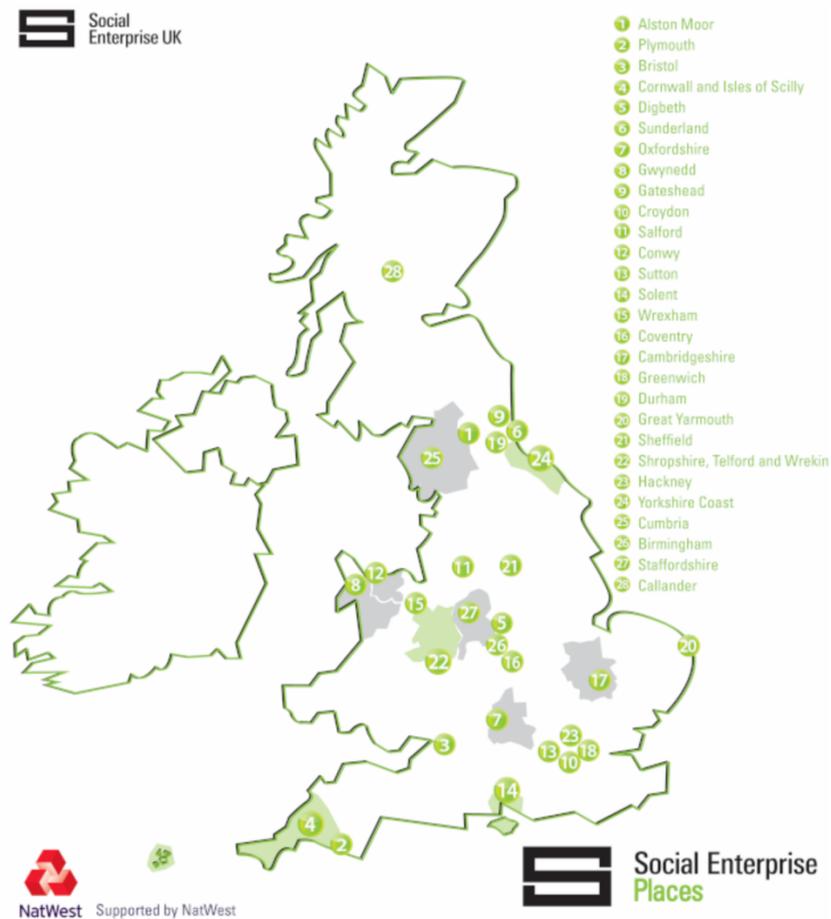
Figure 11: 28 Accredited Social Enterprise Places in the UK

Source: SEUK (2020)

Recent city council data suggests that there are more than 70,000 social enterprises in the UK employing around 1 million people with a sectorial combined turnover of £24 billion and contributing almost 1% of GDP (SSES, 2013). The next sub-section provides an overview of SEUK which will be discussed in the light of the organization's strategy for building social value within the SEP scheme. SEUK is discussed in the light of the SEP scheme and strategy.

3.2   Social Enterprise UK (SEUK)

Social enterprises in the UK are represented by Social Enterprise UK (SEUK), a community interest company previously founded in 2002 as The Social Enterprise Coalition. According to SEUK (2017), there are over 70,000 social enterprises in the UK operating across diverse industries. Social Enterprise UK's activities center on promoting and influencing policies for the benefit of social enterprise and also sponsoring social enterprise based researches (SEUK, 2017a). They provide leadership and direction on social enterprise in the UK and manage the country-wide network of social enterprises. Their influences within the public sector and city council have been beneficial to members. Certified members are given a badge for identification (see Figure 12 below). As a result, over the last fifteen years, they have led public policy on social enterprise and are currently a strategic partner to six city council departments (SEUK, 2017b).

Figure 12: Certified Social Enterprise Badge

(Source: SEUK 2017b)

SEUK have unrivalled business working relationships and collaboration with big institutions and organisations for the support of social enterprise through their supply chains. This network includes all movements leading UK social enterprises from community organisations to consumer products organisations. In addition, SEUK members include not just social enterprises alone but involves other organisations like private businesses, charities and public sector organisations that share SEUK's vision of a world where trading businesses are conducted for the improvement of human life and not exploitation. Furthermore, the body currently champions and encourages the larger the communities to engage in social procurement through the Buy Social Corporate Challenge (SEUK, 2017b). The innovative initiative buy social corporate challenge records some of the large organisations using their collective purchasing power of about £1 billion with social enterprises in 2020 (SEUK, 2017c). The campaign is in its second year and some of the evaluations published by SEUK shows that about £19.8 million with a connection of about 125 social enterprises to major corporate institutions, training for 35social procurement professionals and 53% increase in awareness level about social enterprise across sectoral industries (SEUK, 2017c). SEUK is driven by a strategic framework (see Figure 13 below).

Figure 13: SEUK Strategy

Source: SEUK (2017b)

SEUK's buy social flagship campaign aims to encourage active involvement of the general public to buy social enterprise innovative goods and services, thus, creating a sustainable brand and market for the ideology. On the other hand, the SEUK's SEPs campaign was flagged off to promote the easy identification of social enterprise clusters as hotspots across towns, cities, villages, and zones where social enterprise activities are thriving. The buy social campaign and the SEPs campaign were trigged by the social value act.

The social value act was enacted as a law in January 2013 (Act, 2012). The act require every public institutions should give important priority to the social value to be created from the award procurement and not just the element of cost alone (SEUK, 2017b). The social value brought a major shift in the procurement tender and biddings which invariably created an avenue for social enterprises. The social value act and the buy social challenges aim to build increase social value awareness into the operational deliveries of decision makers. As such, people were encouraged to give thoughts on where buy their goods and service and the social impact of their spending power. The awareness was organised more effectively within SEPs which focuses on celebrating the various social enterprising activities within these areas, support each other and share learnings. Finally, with respect to the social value act 2012, SEUK was a lead in ensuring the enactment of the social value act. SEUK works in collaboration

companies from both the private and public sector through various support avenues to ensure social value is adequately integrated into their commissioning and procurement (SEUK, 2017b). As a result of this partnership, it is established about 33% of various companies both in the private and public give consideration to social value in their procurement bids and commissioning, while 25% have a social value policy (SEUK, 2017d). However, there are several challenges which can only be overcome by strengthen the social value act through legislative changes.

The SEP scheme was pioneered by SEUK for promotion of increased social value creation across deprived communities across England. More interesting is the fact that this scheme is gradually extending to other parts of the world. However, this is not an area of focus for this research. The next sub-section features an in-depth discussion on SEP.

3.3   Social Enterprise Place (SEP) Scheme

The social enterprise sector has been recognised as a fast-growing sector. As a fast-growing sector, there is a call for greater in-depth research on social enterprises and their impactful societal and environmental results (SEUK, 2015). Moreover, the growth within the sector has resulted in a unique form of certification by SEUK for areas, regions, and cities where significant social enterprise activity has taken place – namely, the development of SEPs. There are clusters of SEs in the UK originating in regions and communities playing prominent roles in the provision of jobs, infrastructures, health services, foods, and clothing (Seelos & Mair, 2005). SEUK recognise thriving areas across the UK with clusters of social enterprise activities as hotbeds by awarding them with the SEP badge, thus, appreciating their diverse achievements and scaling up their operations across their respective regions (see Figure 14 below).

Figure 14: Social Enterprise Place Badge

Source: SEUK (2015)

SEUK ensures that certified SEPs are supported adequately to work in collaboration with local city councils, businesses, charities, consumers for the growth and development of their social enterprise communities. The SEP programme was launched in June 2013 with Alston Moor in Cumbria been used as a pilot by SEUK (Temple, 2017). Alston Moor was awarded as first Social Enterprise Town in the UK and the was sponsored by Santander (ibid.). In April 2014 received an official recognition and was launched by Santander after the success of the pilot. The SEP programme was driven with the goal of identifying and recognising areas within the UK and where social enterprise activities are thriving. SEUK Chief Executive Peter Holbrook (Temple, 2017, p. 6) stated at the launch that:

> continued austerity is dismantling communities and local amenities, deepening the UK's social problems and leaving many people out in the cold. SEPs are taking matters into their own hands, re-injecting life into their local area and protecting local economies using social enterprise.

The need to create a market, promote and raise awareness for social enterprise amidst capitalism necessitated the drive for the SEP programme both at the local and national in the UK. (SEUK, 2016a). There 28 places across the UK that recognised by the SEP scheme (Temple, 2017). Through the SEP scheme, these areas have been able to benefit and improve the lives of 5.4 million people which is an average of 12% of UK population. For the purpose of this study, focus will be given to two SEPs: Salford SEP and Plymouth SEP. Whilst Salford is one of the newest SEPs, Plymouth was one of the first to be certified as an SEP. However,

research to date suggests relatively little is known about how social value is created through the SEPs scheme, how social enterprises are creating social value, and how they have an impact upon society. The next subsection will provide an overview of Salford and Plymouth SEP as case-studies.

3.4   Overview of the City of Salford

The City of Salford forms the boundary to the City of Manchester to the east and lies in the meander of the river Irwell (M.E.N, 2020). The City of Salford is a metropolitan ward in Greater Manchester, England (Population, 2020). The city of Salford is roughly about 200 miles from London, UK city capital. The city comprises of districts which are 7 in number - Salford, Eccles, Worsley, Irlam and Cadishead, and Swinton and Pendlebury. An estimated 257,884 people live and work within the city (City, 2020; Population, 2020). The city of Salford has rich historical human activities which dates back to the Neolithic age (Population, 2020). Within the city, there are historical sites like The Blackfriars, Broughton, and Ordsall districts of central Salford which are just across the River Irwell (see Figure 15 below).
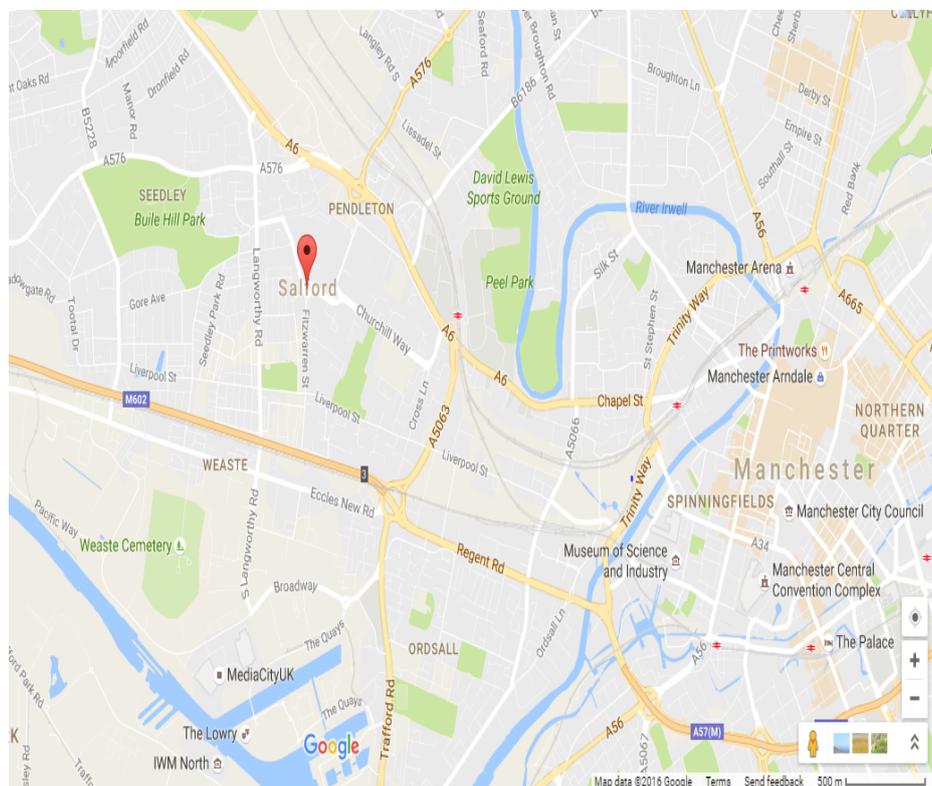
Figure 15: Map Showing the Location of the City of Salford SEP
Source: Salford (2015)

Salford is popularly known for its cotton and silk spinning and weaving factory in the 18th and 19th centuries. With the advent of the industrial revolution in the 19th century, Salford and its neighbours developed significantly along textile industry. The textile brought an appreciable development of the city (Cooper, 2005). However, in the 20th century, there decline in the industries causing index of economic depression within the city. The economic depression resulted in salford recognised as one of the most socially deprived and violent areas in England (Cooper, 2005; Population, 2020).

In the early 20th century, the decline of Salford's existing industries which included the Salford Docks was precipitated by development and advancement in the transport infrastructure (Cooper, 2005). The decline in industries was further supressed by increased foreign textile competition. This invariably undermined the competitiveness of local textile industries. Furthermore, the Great Depression of the 1920s and 1930s gave birth to rising unemployment in Salford and also the Second World War aftermath contributed significantly to economic decline with resultant effect of a fall in Salford's population (City, 2020). Local coal mining was nearly stopped in 1939 and by 1971 the cotton spinning stopped (Cooper, 2005). These were significant loss of economic industries within the city of Salford. These were loss of economic industries contributed to the adverse of level of deprivation and poverty with the region.

Salford is close to Manchester city centre. The closeness makes it one of the important areas that drives the economic development England's North West. Salford and Manchester enjoy wealth creation opportunities ranging from waterways and watersides. However, these opportunities are attributable to development to Manchester instead of Salford over time. Recently, Salford is recognised has a hotspot for academic and business talent. The local city

council are advancing avenues for children education, further education colleges and the University. Big institutional brands are based in Salford. There over 150 of such firms including Cussons, Avis Car Hire, Salford Royal and British United Provident Association (BUPA). In recent years, the Media City UK embarked on a transformational project with the city council to develop Salford Quays which changes the face of the city and an important international based for outstanding creative, digital, and media industries (see Figure 16 below).

Figure 16: Photographic Image of Salford Quays Landscape
Source: Godliman (2010)

Salford Quay is home for British Broadcasting Corporation (BBC) and the University of Salford. Independent Television (ITV) also moved its television drama Coronation Street to Salford Quay as well. Salford Quay is a 36-acre site which has attracted series developmental programmes to change Salford from one of the most deprived communities. Series of

investment from the private and public organisation are delivering different new developments and schemes to the city.

create an avenue for TV companies to have series of

Salford has several historic achievements, and it is recognised as the world's first industrial cities. The city home the world's first free public library. In addition, Bridgewater Canal, Ordsall Hall and the Worsley village are memorial historical sites which trades for tourists. In 2016, Salford Museum and Art Gallery started a transformational programme which aim to stimulate and exciting redevelopment of Salford as a national centre for social history (Salford, 2016). Other appreciable landmarks within the city will include but not limited to The Lowry and The Imperial War Museum North both in Salford Quays. Salford is a growing hub for digital creativity, media and professional financial service sector as well multinational manufacturing firms. All these firms are based in Salford Quays. Currently, Salford is recognised as location base for more than 8,000 businesses employing over 116,000 people (Henderson et al., 2007). Salford Quays was the previous site for Manchester Docks, and it became one of the first and largest urban regeneration projects in the United Kingdom following the closure of the dockyards in 1982 (Kirby, 2014). Furthermore, Temple (2017) reveals that regeneration is an ongoing agenda throughout the city of Salford, notably in Central Salford and Salford Quays.

Several parts of the city of Salford experience great disparity with the more affluent areas despite been a recognised hub for digital creativity, media and professional financial service sector as well multinational manufacturing firms. These deprived areas within Salford makes the city sits within the 3% of most deprived areas in the country (Campbell et al., 2010). In 2015, it was ranked among the twenty most deprived areas in England (see Appendix 1, p. 229). It is not surprising to mention that from the 19th century Salford has be associated with an identity of deprivation, poverty, and social polarisation and the image as persisted till the

20th century (Glennerster et al., 1999; Roberts, 1990). Salford is an interesting region area for social research as well as cultural and political action for a long time (DCLG, 2015).

From the 1980s to the 1990s, Salford witnessed chronic level of poverty, deprivation, and unemployment. These social ills within Salford economic system resulted in a relative high level of gang and organised crimes (Walsh, 2003). These organised crimes affected grass roots democracy within the city. Some political parties had to abstain for contesting certain wards because they were declared unsafe and political represent were potential will be risking their lives (Davey Smith et al., 2001). These were some of the additional factors identified for the restricted development across the city. This is another factor that can explain the innovative presence of social enterprise activity within the city. These deprivations amidst many other factors led several passionate social entrepreneurs to start and manage social enterprises with the city. As a result, different social enterprises have been established to address these diverse range of social issues. They include Big Life Group, one of the largest social businesses in the country, Helping Hands, The Lowry, Social adVentures, Start in Salford, and Unlimited Potential (Salford, 2015).

3.4.1   The City of Salford: Becoming a Social Enterprise City

The University of Salford and City West Housing Trust were awarded Social Enterprise Gold Mark as a recognition for their contribution to social value within their locality (Enterprise, 2015). In addition to the contribution and development of social value within the city of salford alongside the big institutions, there are also smaller enterprises such as Cowherd's, Real Vending, visit from the Stork, Hot Bed Press, People's Voice Media, Positive Moves, Salford Online, the Star Inn and Tinytots Vision that are alleviating social ills through social value (Salford, 2016a). Subsequently, a collection of social enterprises across Salford in 2015 moved an agenda to have the city recognised for its social enterprising activities (CVS, 2015). In February 2015, Salford was certified by SEUK as a Social Enterprise City (SEUK, 2016c).

Salford was awarded this status along with some key objectives which were Your Shout, Social Knowledge Exchange, and Enterprise History Trail (CVS, 2015). Official launching and celebration of the new status was hosted by the University of Salford (see Figure 17).

Figure 17: Photographic Image of the Official Launching Salford New Social Enterprise City Status

Source: Salford, (2015a)

SEP ambassador with Salford social enterprises, local residents, Salford City Mayor, and Chancellor of the University of Salford were collectively presence at the grand celebration of the first Social Enterprise City in the North West (Salford, 2015a). In addition, other interested stakeholders across different businesses were represented (Salford, 2016a). Three prominent attendees added their comments to the event and the new status acquired for the city of Salford (CVS, 2015). A spokesperson from a Salford Business (Salford, 2015a, p. 1) said:

> we are delighted that Salford has been awarded Social Enterprise City status and we look forward to the challenge of ensuring that our city remains one of the best places in the world for social businesses to start and grow. It has been a privilege for The Business Group to support this bid and wonderful to be able to celebrate the work that social enterprises do across Salford.

The Chief Executive of a Salford voluntary organisation (ibid.) describe their excitement in the following words:

> They are excited to be part of the Salford Social Enterprise City stakeholder group, working with colleagues from local social enterprises and The Business Group to develop a partnership approach to social enterprise support and development. We aspire for Salford to be a place for all things Social and look forward to developing an action plan with partner organisations and local people to help us achieve this.

Salford City Mayor (ibid.) said:

> We are immensely proud that Salford has gained Social Enterprise City status. This is a keyway of strengthening the local economy and creating the right environment in which social businesses can thrive.

Conclusively, a member of The University of Salford (ibid.) said:

> The University of Salford was delighted to host the event celebrating Salford becoming the first Social Enterprise City in the North West of England. One area where we stand ready to help, and are already doing so, is in the strengthening of the social enterprise economy, which is playing an increasing role in Salford. We have a chance to become an international beacon of excellence and impact in social enterprise, and together we can achieve a great deal that will address the needs of our communities in sustainable ways.

A leading member of Social Enterprise UK (Star, 2015, p. 1) also said:

> it's fantastic that Salford is to be recognised as a SEP – a beacon of social enterprise activity […] Salford is re-injecting life into local communities across the city, creating opportunities, local wealth and changing lives for the better. Social enterprises trade to tackle some of the greatest challenges we face, from unemployment to food waste. The UK is home to the largest and fastest growing social enterprise sector and Salford is leading the way.

Other examples of social enterprises operating in Salford include Six Degrees CIC, SMaRT Enterprises, Langworthy Cornerstone Association, and Ordsall Community Cafe Project. In the next subsections, Plymouth will also be discussed as one of the case studies.

3.5   Overview of the City of Plymouth

Plymouth city has its origin traced back to the Saxon times which reflects it maritime location (Plymouth, 2020).The city is estimated to be about 190 miles (310 km) south-west of London and it is along the south coast of Devon. It is located along the rivers Plym and Tamar. It is boundary with Cornwall and south-west of Exeter. See Figure 18 of a map showing the location of the City of Plymouth.
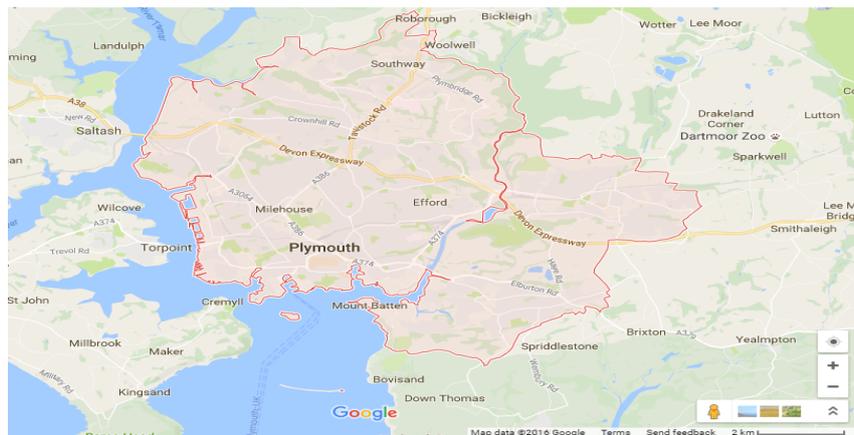
Figure 18: Map showing the location of the city of Plymouth

Source: Plymouth (2016)

Plymouth received a recognition by the Royal Charter for its town status in 1254 and also granted a Charter by Parliament as the first town in in England in 1439 (Gould, 2007).The city was devasted by the bombing during First and Second World War because of the dockyard (Lambert, 2020). The war left the city center destroyed: 1,174 civilians were killed; 3,754 houses were destroyed, and approximately 8,000 civilians were seriously injured. After the war, the city faced huge housing shortage and in 1943 a plan for Plymouth was drawn up to rebuild the entire city (Gould, 2007), designed by Sir Patrick Abercrombie. The plan for Plymouth was designed and implemented alongside the plan to rebuild London (Lambert, 2020). Whilst the city's rebuilding was ongoing, the council tried attracting new industries to Plymouth (Gould, 2007). The dockyard was major source of employment within the city and

they wanted to diversify industry further (Joint, 2019). This move began a collective effort within the city.

Amidst the incessant years of war, Plymouth fortified to protect the city from French invasion while trading with the rest of England, the Baltics and Northern Europe increasingly continued (Lambert, 2020). The aftermath of the years of war attributes the city for recognition as a centre for voyage and discovery. Likewise, the Plymouth's military presence increased significantly. The combination of the increased military presence and its maritime was the major reason for the development of Plymouth's city charter (Joint, 2019).

The first settlement in Plymouth was at Mount Batten and this settlement extends to the city early history of the Bronze Age. The settlement at Mount Batten was the Roman Empire trading post before a prosperous village of Sutton overtook them which is currently known as Plymouth (Plymouth, 2016). Pilgrim Fathers established the Plymouth Colony in 1620. The Plymouth Colony is the second English settlement which departed from Plymouth for the New World and it is currently located in the United States of America. The Plymouth Colony was surrounded between 1642 and 1646 during the English Civil War (Pilgrims, 2019).

Commercial activities grew tremendously during the industrial revolution at Plymouth Colony. There were increased shipping activities at the ports while Devonport became a strategic Royal Naval shipbuilding and dockyard town (Mayflower, 2019). The county borough of Plymouth, the county borough of Devonport, and the urban district of East Stonehouse merged and formed a single County Borough in 1914 (Devonport, 2019). The combined County Borough adopted the name of Plymouth in 1928 and achieved city status. The German enemy aircraft attacked the Plymouth city's naval because of its strategic importance. During the World War II, it partially destroyed which act is popularly known as the Plymouth Blitz (Lambert, 2020). The city center was completely rebuilt in 1967 with some major expansion that incorporated the establishment of Plympton and Plymstock with other outlying suburbs (Plymouth, 2016).

Plymouth is the second-largest city in the South West and the 30th most populous city in the UK (Lambert, 2020). The population in Plymouth drives the economy through shipbuilding and seafaring (Joint, 2019). It is a service-oriented economy which serves as the largest operational naval base in Western Europe, known as Her Majesty's Naval Base (HMNB) Devonport (see Figure 19), and is home to Plymouth University (Plymouth, 2016).

Figure 19: Image showing Plymouth city landscape

Source: Plymouth (2016)

3.5.1   The City of Plymouth: Becoming a Social Enterprise City

Plymouth was recognised as an official Social Enterprise City in September 2013. Plymouth is a thriving cluster spot for social enterprise activities with an outstanding recognition as a in developing global social enterprise city (Network, 2016). The social enterprise network is considered as one of the most engaging social enterprise networks in the UK with Plymouth University leading as the world's first officially certified social enterprise university (Plymouth, 2017). Over 150 social enterprises across several industries are actively

contributing the development of the city through their respective social value impacts (Temple, 2017). It is estimated that over 7,000 people are employed by the social enterprise sector with an average turnover of £500 million (Network, 2016; Temple, 2017). The revenue generated is a significant amount when compares with the population of 256,384 (Qpzm, 2017a). There was evidence of support from different levels at the outset of the social enterprising activities in the city. These support result from the City Council, the University, the National Health Service (NHS), and other organizations (Temple, 2017). The support propelled the need for the social enterprises to apply for the recognition of Plymouth as a place where social enterprise transforms the economy for the benefit of all (Network, 2016). In response to the award Gareth Hart, Chair of Plymouth Social Enterprise Network (PSEN) which led the bid for the award (Walder, 2013, p. 1), said:

> this is fantastic news for Plymouth which proves we are one of the nation's social enterprise capital cities. This award is recognition for the hard of work of the scores of social enterprises in the city and those who support them. We have a diverse range of social enterprises in the city including massive businesses like the University and Plymouth Community Healthcare, but we also host large numbers of smaller but no less valued companies. What's happening in Plymouth can happen right across the country. This bold, imaginative approach can change the way we think about economic development in towns, cities and regions.

An Executive of Social Enterprise UK (ibid.) described:

> continued austerity is dismantling communities and local amenities, deepening the UK's social problems and leaving many people out in the cold. Social enterprise cities are taking matters into their own hands, re-injecting life into their local area and protecting local economies using social enterprise. Plymouth and Bristol are prime examples of what enterprising communities can achieve in times of hardship. We hope to see many more towns and cities celebrate their social enterprise status.

In addition, a Leader of Plymouth City Council (ibid.) said:

> It is great to see us recognised as one of only two social enterprise cities in the country. Everywhere you look in Plymouth and see people working together for the good of their city and their community there is likely to be a social enterprise. You can see it in

north Plymouth where we are working with residents to set up a Community Economic Development Trust. The Wolseley Trust and Mill fields Trust – both social enterprises – are going great guns and we are backing the likes of Ocean Studios, which will create business and a buzz in a stunning Royal William Yard and could create over 100 jobs and a home for Plymouth's burgeoning creative arts enterprise practice. We want to be a 'brilliant co-operative council' and part of that ethos is working with other organisations to encourage good ideas to come to life and instil a sense of can-do in Plymouth.

A member of Plymouth University (ibid.) concluded by saying:

social enterprise makes a huge and positive contribution to people's lives, and to the competitiveness of the UK economy. As an Enterprise University, and an anchor institution within the region, we are committed to using our world class research and expertise to create new opportunities and foster entrepreneurial spirit. We are proud to be part of the UK's first social enterprise city, and will continue to use our rich and varied experience to transform lives throughout our campus and community.

Overall, Plymouth can be recognised as a thriving social enterprise city where social enterprises are contributing their quota to the city's development and growth. Social enterprises are supported by the city council and the community in the delivering of the social aim and value. Having understood Plymouth SEP, it is worth elaborating on the similarities within both Plymouth and Salford SEP. In the next subsection, a comparison of both SEP will be discussed briefly.

3.6   A Comparison of Salford and Plymouth SEP

Salford and Plymouth SEPs both share some interesting historical evidence and perspectives that have necessitated the contributions of social enterprises to the development of both cities. Plymouth SEP underwent very devasting bombing during WW1 and 2. Thus, the city is still experiencing its regeneration phases. However, the regeneration cannot be undertaken solely by the city council. There must be meaningful contributions from all quarters, and this is where the social enterprises can play a part. On the other hand, the industrial revolution collapsing in Salford SEP created high level poverty within the city. The gap that poverty has created and the need to contribute to the development of both cities are some of the pivotal reasons why

social enterprises are springing up in these locations. The local city council cannot address social economic needs within the city, as such social enterprises thrive to contribute their quota to see their cities develop. Invariably, social value creation tends to thrive within both SEPs because there is an urgent need to achieve communal development within both cities. How this communal development is currently being achieved across both Salford and Plymouth SEP will be explored in subsequent chapters of this thesis.

3.7 Social Value Creation in A Social Enterprise Place and Effectiveness of Collaboration

Domenico et al. (2010, p. 689) recognise the 'making do' characteristic as a major element for social value creation. This is considered as a defining aim for social enterprises which create innovative social solutions using unwanted resources for new purposes and for communal benefit. However, Sinkovics et al. (2015) reconceptualise social value creation as a social constraint alleviation. Hence, several scholars have debated social value creation from different dimensions. Hazy et al. (2009) establish an interrelation between economic value and social creation. They further argue that economic wealth creates social value. This is premised on the value availability of all stakeholders. However, while Domenico et al. (2010) theorise the concept of social bricolage for social value creation by social enterprises, Korsgaard et al. (2011) argue that the social conditions of entrepreneurs and the social nature of opportunities also propel social value creation. From another perspective, Wilson et al. (2013) stat that organization harness market dynamics in providing solutions to social issues, which involves creatively synthesizing competing economic and social paradigms within an organization (p. 715). As a result, collaboration amidst social actors can be considered pivotal to ensure the sustainability of communities. An implication for community social constraint alleviation (Sinkovics et al., 2015), however, is how can effective collaboration be achieved within SEPs to create sustainable social value? Several collaborative partnerships between social enterprises and the public sector have been established across sectors and industries to proffer social

economic solutions in addressing essential social concerns (Caldwell et al., 2017; Ogunoye et al., 2016; Pret et al., 2017; Selsky et al., 2005; Yunus, 2011). Nevertheless, such collaborations often fall short of intended social value creation. As a result, collaborative partnerships have become more commonplace within SEPs, but more importantly, they raise key questions about how sustainable social value can created within these collaborative partnerships.

3.8   Summary

This chapter has provided an in-depth overview of the SEP certification scheme and explored SEUK, the co-ordinating body of SEP. It has offered an overview of Salford and Plymouth SEPs with discussion of how both Salford and Plymouth SEPs developed. In conclusion, it compared both SEPs with a focus on the factors likely to have influenced the need for social enterprises' contribution to social development in these cities.

Chapter 4: Research Methodology

4.1   Introduction

This introduction provides a preliminary insight into the methodology adopted in this study. Guided by the research aim and objectives (see Chapter 1, section 1.3, p. 4), this chapter elaborates upon the philosophical and methodological underpinnings of this study, and the adopted case study approach. It includes justification of the research philosophy orientation, research strategy, data collection procedures, and data analysis techniques. A diagrammatic overview of this methodological chapter is illustrated below in Figure 20, showing the relationship between the epistemology, theoretical perspectives, methodology, and research methods.
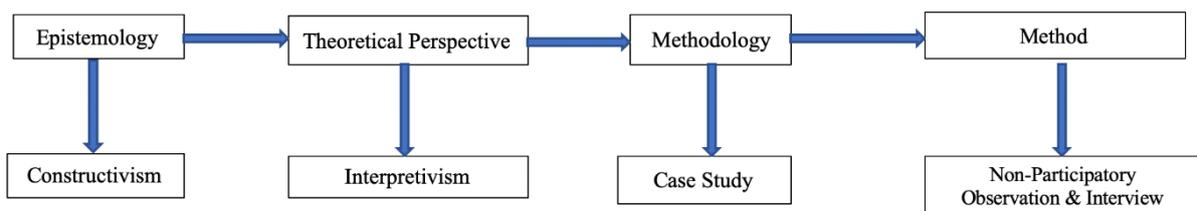
Figure 20: Research relationship between epistemology, theoretical perspectives, methodology, and research Methods
Source: Adapted from Crotty (1998)

4.2 Research Philosophy Orientations

Theoretical philosophical orientations are critical in understanding the different ways researchers view the world. According to Crotty (1998, p. 66), 'theoretical perspective provides context for the process involved and basis for its logic and its criteria'. However, there are conflicting positionings available for researchers to conduct research. In addition, Seale (1999) notes that theoretical orientation helps researchers to position their views of reality within the mass of conflicting philological positioning. Notwithstanding these conflicting philosophical positionings, scholars affirm that theoretical orientation is the underpinning craft of social

researchers which provides the foundations for judging claims to truth (Crotty, 1998; Seale, 1999). Having a clear understanding of the philosophical orientation of research guides the researcher in the selection of the most well-aligned research methodologies (Mills et al., 2017). In selecting a research philosophical orientation, the researcher considers the approach and design that will best address the study aim and also aligns with the researcher's view of the world. As such, the researcher's consideration of the research philosophy, research question, design, and methods are important (Burnard et al., 2008; Yin, 2014). In addition, Gray (2018) affirms that philosophical orientations are currently contested and debated. Amidst all of these debates, researchers have to justify and be convinced about the philosophical orientation stance of the study beyond reasonable doubt.

Furthermore, a research 'paradigm establishes parameters and sets the boundaries for scientific research' (Crotty, 1998, p. 35). Having considered positivist and objectivist philosophical assumptions in understanding and explaining human and social reality, this study will assume an interpretivist research philosophy. Fundamentally, Schwandt (1994, p. 125) argues that

> interpretivism was conceived in reaction to the efforts to develop a natural science of the social. Its foil was largely logical empiricist methodology and the bid to apply that framework to human inquiry.

Humans create dynamic meanings which make them complex and different from other physical phenomena (Saunders & Townsend, 2016). Furthermore, their complex meanings require in-depth study. This substantiates the adopted philosophy of this study, simply because human perceptions and the social world cannot be researched like other physical phenomena. Unlike the positivist approach using the natural sciences methods, value-free, detached observation in order to establish 'universal features of human hood, society and history that offer explanation and hence control and predictability' (Crotty, 1998, p. 67), this study aims to interact with different social actors and SEP stakeholders with different cultural backgrounds and

circumstances, different cities and different times, to explore and create different social realities and experiences (May et al., 2002) to interpret the social life world. In addition, relative to seeking to establish universal laws and processes applicable to all locations and social actors, there should be an insight into humanity and its interactive complexity other than reducing it to a series of law-like generalisation. Mills et al. (1970) claim that

> Interpretative sociology considers the individual and his actions as the basic unit, as its "atom" […] In this approach the individual is also the upper limit and the sole carrier of meaningful conduct…In general, for sociology, such concepts as "state", "association", "feudalism" and he like, designate certain categories of human interaction. Hence it is the take of sociology to reduce these concepts to "understandable" action, that is without exception to the actions of participating men."

As such, complexities are taken into account while collecting what are meaningful experiences from participants (Silverman, 2011). Therefore, focus is placed on social actors' meaning and values. This study aims to create a rich understanding and interpretation of the social world around SEPs and the synergies between city council and social enterprises (Saunders et al., 2016). This study will involve various stakeholders within two SEPs within the UK, in Salford and Plymouth. These stakeholders include those people in the social enterprises, and the city councils, each set of people bringing different perspectives. These perspectives will be subjected to establishing patterns and trends amidst these different locations. However, there is the possibility of losing the richness of the difference between these stakeholders and their individual circumstances. However, the research study will highlight these areas. This study aims to manage the interpretivist philosophical assumptions properly while not losing focus on complexity, richness, multiple interpretations, and meaning-making (Agee, 2009).

4.2.1 Research Ontology

Ontological reality is considered complex and rich (Bernard et al., 2012). Due to this complexity, the researcher states the ontological position of the study as it relates to nature of

reality underpinning the study (Creswell, 2013; Crotty, 1998). Where a study lacks social enquiry assumptions, determining the nature of reality underpinning the research can be daunting and challenging. Hence, most qualitative studies embrace multiple realities while studying individuals and likewise the individuals being studied. The diverse realities and the characteristics influencing the study require explicit clarification because of the study's intent to report experiences.

Braun et al. (2013) identify 'ontological positions as the relationship between the world and human interpretation and practices.' They further stress that reality does not necessarily have to be in existence. Human practice and understanding influences the existence or non-existence of reality. Gray (2018) identifies two opposing ontological traditions: Heraclitean and Parmenidean. The Heraclitean tradition places emphasis on the changing and emergent world, while the Parmenidean ontology emphasises a permanent and unchanging reality (p. 21). Heraclitean ontology is about becoming while is Parmenidean ontology is about being. While the former positions reality as formlessness and chaos, the latter assumes reality is stable and researchable. Premised on the stability of reality propositions, most qualitative research tends toward Parmenidean ontology. However, this position is critiqued for limitations of truth-seeking (Crotty, 1998). The nature of reality complexity stresses the separation that exists between the three elements: reality, human practice, and understanding. Tebes (2005) advances the continuum view of reality. He describes reality as 'mind-independent truth'. The mind independent truth of reality is described as realism. Realist ontology assumes that there is a single pre-social reality. This position of reality underpins the fact that reality is independent of human interpretation and knowledge. Furthermore, realism believes there is a knowledgeable world (Braun et al., 2013). This knowledgeable world possesses some truths which are accessible through the use of appropriate research techniques (Crotty, 1998). Realist ontology underpins most qualitative research on the premise that what is observed objectively relates to what is there to be discovered (Madill, Jordan & Shirley 2000, p. 3). Furthermore,

reality exists outside the mind and is independent of the world's consciousness. Hence, realism reveals a correspondence theory of truth. However, realist ontology has been criticized for failing to inform qualitative research because the world will always exist whether or not humans are conscious of it (Creswell, 2013; Crotty, 1998; Gray, 2018). Therefore, the qualitative researcher needs to mediate carefully their use of realist ontology to avoid the nullification of the proposed contribution to knowledge.

On the other hand, relativism assumes that there are multiple realities (Braun et al., 2013). Relativist ontology underpins reality as non-universal and what is real and true changes over time and across contexts (Nightingale et al., 1999). This implies that where and how knowledge is generated influence what is held to be reality. Along the same line of critique of realist ontology, relativism really does not inform quantitative research (Crotty, 1998). Between realist and relativist ontology lies critical realist ontology. Critical realist ontology assumes reality is subjective and socially-located behind the world-knowledge (Madill et al., 2000). They argue further that there is a need for research to claim the existence of authentic reality which produces the knowledge that differentiates reality (Rogers et al., 1997). Braun et al. (2013) claim that critical realist ontology underpins different qualitative research approaches which include thematic analysis, grounded theory, discourse analysis, and interpretative phenomenological analysis. This study adopts critical realist ontology.

4.2.2   Research Epistemology

According to Braun et al. (2013) epistemology centres on identifying and justifying what legitimate knowledge represents. It embraces the process of segregating the knowledge underpinning research, which invariably determines how and where to sort for such knowledge.

Hence, epistemology's definition on what truth and meanings is based on knowledge (Crotty, 1998). In most qualitative studies, epistemology addresses the questions premised on the nature of knowledge and what is available to know from nature of knowledge (Gray, 2018). Furthermore, epistemology defines the process of evaluating what type of knowledge is legitimate and adequate. It guides what qualitative research data reveals, what its interpretation upholds, and informs how to theorize meanings (Dubois et al., 2002). Critically, the epistemology underpinning qualitative studies needs clear illustration. This provides clarity in understanding the research and its interpretation of knowledge. Like ontology, epistemology can be realist and relativist (Braun et al., 2013). Realist epistemology considers truth available from knowledge is only possible through knowledge production, while relativist epistemology emphasises that, theoretically, 'knowledge is always perspectival and therefore a singular, absolute truth is impossible' (p. 29). The difference between these epistemological positions places emphasis on how reality is discovered or created during the process of research (Gray, 2018).

Hong et al. (2002) point out that irrespective of the epistemology position research undertakes, the epistemological perspective informs and clarifies research design issues. In addition, it informs the type of data to gather, where to gather, and how the data will be interpreted. Invariably, it provides an overarching structure for research which facilities achieving aims and objectives. Epistemologically, narratives, perceptions, and interpretation of data and materials will be considered acceptable knowledge to establish new understanding and worldview contributions. Saunders et al. (2016) argue that interpretivist researchers find it challenging to enter the research participants' social world and understand it from their own viewpoint. This emphasises the complexity of the business research situations and this uniqueness might make the application of the interpretivist philosophy a daunting approach.

4.2.3 Research Ontology and Epistemological Position

This study's underlying epistemology eschews reality as singular, objective, empirically valid, and universal truth (Taylor et al., 2001). Likewise, it accepts that the notion of phenomena is complex, and it is explainable. Similarly, this study rejects the assumption that reality must be unitary. Instead, realities are to be constructed (Berger et al., 1967), and truth is subjective. In addition, there is an emphasis regarding the multiplicity of realities which are interrelated, or subjective which has its inherent validity (Ussher, 1999). This study's philosophical stance is consistent with the relativist constructionist approach which holds that reality is actively and purposefully constructed and interpreted via the meanings available (Taylor et al., 2001; Taylor et al., 2015). Furthermore, the underpinning assumption is based on the fact that there is no human desire that existed before culture, but rather social forces develops human potential (Ortner et al., 1981). This paradigm is concerned with how the social world influences individuals, the way the communication world influences us to interpret and make sense of the world. This research is not hypotheses led or to test theory; rather an understanding of the phenomenological data will be developed.

4.2.4 Approach to Theory Development

Developing approaches to answer the 'why' in social science are considered theories (De Vaus, 2001). However, the processes of developing these theories in empirical research are complex (Gray, 2018). Irrespective of the complexity involved in empirical research theory development, researchers must understand the role of theory development and how it impacts research study. Furthermore, Crotty (1998, pp. 34-35) states that researchers should:

> do their work in and out of a background of theory, […] package of belief, […] knowledge, […] and overarching conceptual construct, in a particular way which scientists can make sense of the world or some segments of the world.

There are several theoretical approaches to establishing clarity and reasoning. These will

include theories of deductive, inductive, and abductive reasoning (Patton, 2005). However, De Vaus (2001) describes the approach to theory development as theory construction which is divided into two spheres: theory testing and theory building. Based on the description of the terminology given by both Patton (2005) and De Vaus (2001), it was discovered that while the theory testing refers to deductive reasoning, the theory building refers to inductive reasoning. The ideology is the same, however there are differences in the label given to these approaches.

Gray (2018) stresses that deductive reasoning is an approach the researcher adopts as a universal view of a situation and then traces it back to detailed specifics of the situation. From another perspective, Henwood et al. (1992) describe it as the hypothetico-deductive mode. This hypothetico-deductive mode means that the researcher moves from theory (hypothesis) to data. In addition, De Vaus (2001) states that deductive reasoning, which he describes as theory testing, starts with a theory formulation (hypothesis/propositions). From yet another perspective, deductive reasoning involves the search of the literature for existing theories, making logical conclusions from these theories, and formulating hypotheses and propositions (Kovács et al., 2005). These hypotheses and propositions are tested with empirical data which present results for the falsification or corroboration of the proposed hypotheses and propositions. This deductive approach invariably implies moving from facts to theory. Basically, deductive reasoning evaluates hypothesis using empirical observations to ascertain its validity for correctness, rejection, or modification. In using the deductive approach, proposed theories are recognized as propositions, which are tested to generate data. Generated data either supports or voids proposition and when a proposition is correct by verifiable data, theory develops. Kovács et al. (2005) diagrammatically illustrate the deductive process presented in Figure 21.
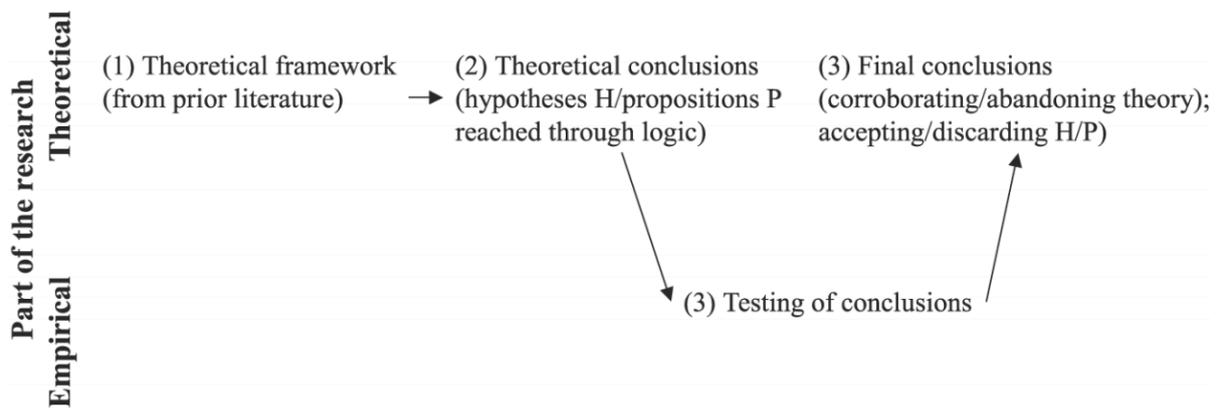
Figure 21: Deductive Research Process

Source: Kovács et al. (2005)

The process shows the three-step flow between theory, empirical testing, and acceptance or rejection. Following a critical review of the diagram below, it can be argued that Kovács et al. (2005) fail to illustrate the situation where the propositions are modified. Also, the process will not necessarily start from step 1 but start from step 2. Hence, there is a need for a cyclical arrow between steps 3 and 2.

On the other hand, inductive reasoning approaches theory development starting with fragmented details (observations) to establish a universal view of a situation (Gray, 2018). Inductive reasoning, known as theory building, develops theory from observations. This approach attempts to make sense of the gathered observations and establish a theory. De Vaus (2001) acclaim that this approach can be described as *post factum* or *ex post facto* theorising because the theories are formulated after the observations have been made. The inductive approach aims for established patterns within observations and then generalises these patterns into theory. Similarly, Henwood et al. (1992) explain it as a direct process of collecting, analysing, and interpreting data. It is the move from data to theory which they describe as *priori* theory. Gray (2018) stresses that inductive reasoning facilitates construct generalisation through observations, which reveals relationships and theories. However, reasonable care must be taken in securing the reliability and validity of the theory, and researchers need to have

multiple case studies before making claims to its theory development (Crotty, 1998). In addition, Kovács et al. (2005) confirm the approach generalises its theories from the researcher's observations of the world, which then emerge into propositions. The approach is premised on the fact that the researcher has no theoretical knowledge from prior research as illustrated in Figure 22 below. As a result, the researcher's clear understanding of where research starts will invariably help ascertain the study's approach to theory development.
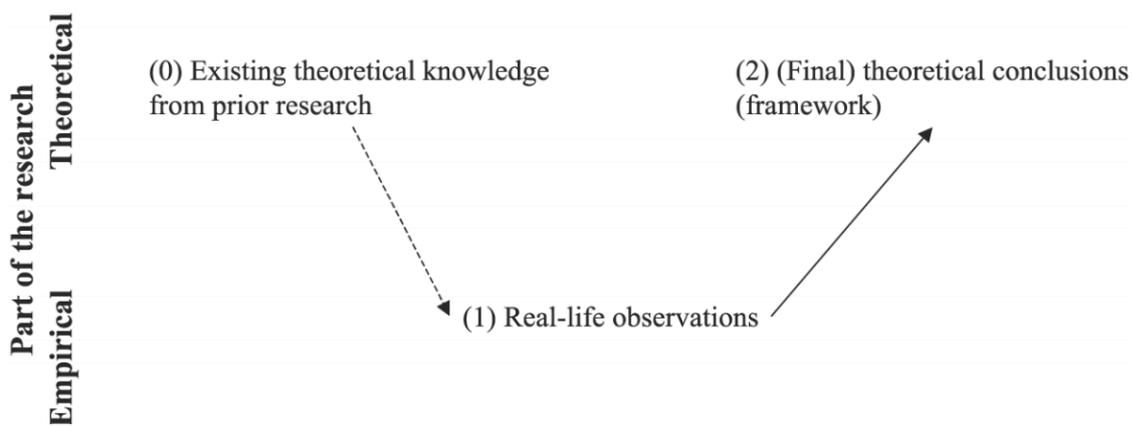
Figure 22: Inductive Research

Source: Kovács et al. (2005)

Finally, abductive reasoning uses surprise fact for theory development. An abductive reasoning approach involves the use of anticipated premises which are considered to explain an expected conclusion. If the set of anticipated premises holds true, the conclusion will be true, or if the set of anticipated premises is false, the conclusion will be false (Dubois et al., 2002; Kovács et al., 2005; Walton, 2014). Meanwhile, Lipscomb (2012, p. 244) states that abductive approach is 'envisaged as the creative, imaginative or insightful moment in which understanding is grasped'. It can be inferred from both descriptions of an abductive approach that there is the use of surprise or imaginative facts. These surprising facts are revealed during the research encounter with empirical phenomena which are not explainable within extant theories (Bryman et al., 2015). Because of the complexity of this approach, it has been criticised by scholars for

its inconsistencies in the approach to theory development (Kapitan, 1992). In addition, most researchers identify the abductive approach as an act of inferring from guesses and do not want their studies to be associated with such limitations. Furthermore, Paavola (2004) affirms that there is a lack of discovery logic in abductive approach. Amidst all these limitations, Råholm (2010a) calls for the judicious use of abductive reasoning because of its role in the discovery processes to theory development. Though Råholm (2010) acknowledges these limitations as vulnerable, however, he argues that the researcher's ability to handle contestation is crucial.

Irrespective of these limitations, Lipscomb (2012) advocates that abductive reasoning reduces and addresses the weakness of deductive and inductive reasoning. He argues further that deductive reasoning and inductive reasoning also have their limitations, but researchers have not stopped using them. Managing the limitations of each approach is crucial for researchers. For example, Lipscomb (2012) argues further that deductive reasoning lacks clarity in its approach of selecting the theory to be tested via hypotheses and criticizes inductive reasoning for its lack of justification as to the appropriate empirical data necessary to building theories. Amidst these debates and criticisms, Bryman et al. (2015) argue that the abductive approach addresses its limitations via its pragmatist perspective. In addition, abductive reasoning uses a similar approach to deductive and inductive reasoning when applied to make logical inferences and construct theories (Lipscomb, 2012). He stresses that the validity and credibility of the abductive approach needs to be supported by evidence sourced deductively and inductively. Having these mechanisms for checks in place within a research framework will invariably invalidate any criticisms.

Kovács et al. (2005) diagrammatically illustrate the dynamic process involved in abductive reasoning (see Figure 23). The abductive approach is not a static approach like deductive and inductive, as there is a constant interchange between the theoretical and empirical spheres before arriving at the conclusion or theory. Most importantly for this approach is the fact that

the researcher possesses little or no theoretical knowledge before starting the approach. The entire process commences with the surprising facts which represent the deviating real-life observations in Figure 23 below.
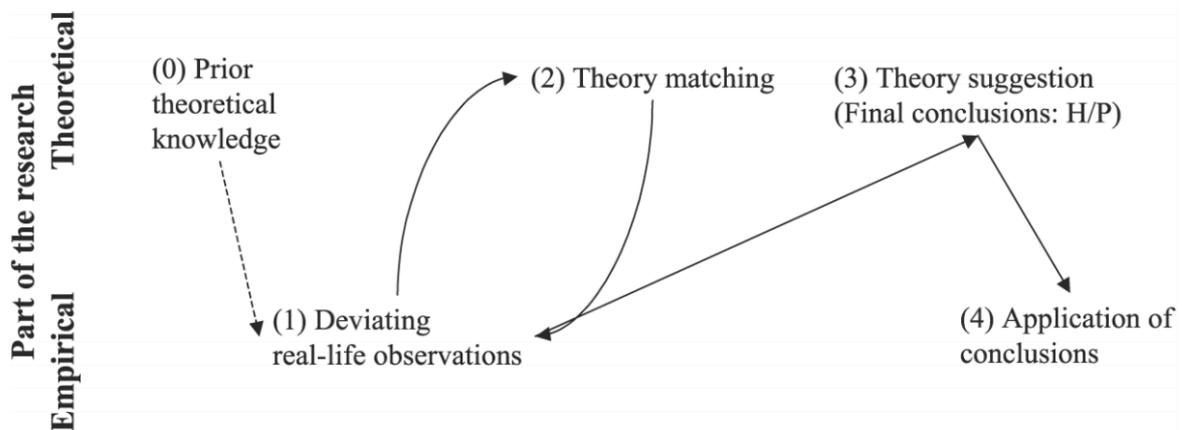
Figure 23: The Abductive Research Process
Source: Kovács et al., (2005)

4.2.5   Justification for Abductive Approach

With a research cycle, selecting an appropriate approach to adapt for theory development can be daunting (Bryman et al., 2015). Most qualitative researchers struggle to identify the connection between the theory and the research. However, theory development approach selection is critical and foundational to all research. As such, researchers are expected to plan out this approach at the preliminary stages of the study. However, this is not the situation for most qualitative research as it applies to the study. This study has been faced with the dilemma of mixing different approaches for its theory development. It has been polarized between the deductive and inductive line of argument, or a mix of both. However, this has not been feasible on the premise of the study's research questions, research design, findings, presentation, interpretation, and discussion. As a result, this study adopts the abductive reasoning approach. This enables the study to engage in an in-depth review between theory and empirical data in order to discover new or modify existing theory (Awuzie et al., 2017).

Kovács et al. (2005) affirm that abductive reasoning systemises creativity in research to develop new knowledge. Deductive and inductive reasoning delimit creativity and principally the approaches seek to establish relationships between known constructs and not necessarily create new constructs (Andreewsky et al., 2000). This gap in creativity is what abductive reasoning seeks to bridge. This study is relatively new and there is limited literature on SEPs. Adopting deductive or inductive reasoning will not be suitable. In addition, advances in social science result from intuitive leaps and this study seeks to follow suit. The intuitive leap often results in unexpected observations which cannot be explained using extant theory and this is where abductive reasoning becomes crucial for this study (Kovács et al., 2005). By its nature, this creative-intuitive aspect makes the abductive approach appropriate for this study. As such, it will be able to segregate its data and identify which data needs to be tested deductively, if necessary, for future studies. This is considered a critical aspect of abductive reasoning.

Dubois et al. (2002) reveal that abductive reasoning adopts a strategy called theory matching or systematic combining. This involves the search for appropriate theories that will be applied to empirical observations. This process implies that the data collection exercise and theory building exercise both happen simultaneously. This is also known as the learning loop (Taylor et al., 2015). This learning loop involves a back and forth or multi-directional interaction between the theory and the empirical data (Dubois et al., 2002). This interaction is peculiar with abduction reasoning, as data collection, theory development, and theory building all happen simultaneously. According to scholars, this interaction between theory and empirical data are methods for action research and case study research (Dubois et al., 2002). This study research design uses a case study. As result, there is a keen justification of the adoption of the abductive reasoning approach to its theory development.

4.3 Research Methodology and Design

A qualitative research method and design was chosen for data collection method (Crotty, 1998). While De Vaus et al. (2001, p. 9) describe research design as a 'function…to ensure that the evidence obtained enables us to answer the initial question as unambiguously as possible', Saunders et al. (2016, p. 163) affirm that 'research design is the general plan of how you will go about answering your research question(s).' Considering this, thoughts will be put in place on the type of evidence that will answer the research question in the most 'convincing way' (De Vaus et al., 2001, p. 9). Amidst this, consideration will be given to ethical issues and the possible constraints as regard the data collecting process (Cho et al., 2006).

The research strategies are driven by the research aim and objectives. Case study research design was adopted for these exploratory propositions (Yin, 2014). The next subsection provides further details regarding the case study research design (see Chapter 4, section 4.3.1, p. 108). More importantly, data were gathered through non-participatory observations and interviews. Participants' meanings were explored, and thematic analysis will be utilized to develop theoretical and practitioner-based contributions (Creswell, 2013; Gray, 2018; Saunders et al., 2016).

4.3.1   Case Study Research Design Approach

Over the years, the case study approach has undergone substantial methodological development (Mills et al., 2017). The case study development are related to its pragmatic and flexible approach to providing in-depth comprehension to complex multifaceted issues across multiple disciplines (Yin, 2014). The case study approach to research findings and phenomenal analysis stems from the use of different historical transformations in approaches to research. Case study provides simple unique approach to research that is credible across different professions (Anthony et al., 2009; Flyvbjerg, 2011). Case study research is a form of inquiry

that explores complex human behaviour and social interaction issues with the aim of providing in-depth understanding (Luck et al., 2006; Merriam et al., 2015; Yin, 2014).

The justification for using case study is based on the fact that the approach provides a theoretically inquiry approach for the analyse social phenomenon (Anthony et al., 2009; Luck et al., 2006). Although case study is extensively used, there is no standardised systematic case study method (Gibbert et al., 2008). There are a number of case studies' advantages. For example, data are examined within use context, allows intrinsic approaches of qualitative and quantitative data analyses and provide descriptive data of complex real-life situations. Yin (2014) did not describe case study using the term methodology or strategy. However, Creswell (2013) describe case studies as qualitative design, while other scholars use the term qualitative case study, or an approach (Merriam, 2015; Flyvbjerg, 2011; Stake, 1995, 2006; Stewart, 2014). The different use of terminology can relatively be confusing given its varied application in research endeavours. On the other hand, Stack (2005) disagrees that case study is a methodology rather it is a researcher's choice which is influenced by time. Irrespective of these variants in case study description, over time there have been contributions to case study through its adoption across variety of description of the terminology as a result of different philosophical perspectives.

Philosophically, where a researcher holds a single view of reality, case study orientates from realist or positivist, however, when multiple realities and meanings exist, relativist or interpretivist perspective underpins (Lincoln et al., 2011; Yin, 2014). Case study approach provides researchers the opportunity to decide which methodological orientation to use given its philosophical versatility (Stewart, 2014; Yin, 2014). Luck et al. (2006) describe case study research as 'a bridge across paradigms' (p.103). As a result, case study approaches can adopt either or both quantitatively or qualitatively orientated aims and methods (Merriam et al., 2015; Miles et al., 2014; Yin, 2014). Denzin et al. (2011) emphasise the fluidity of case study as it

accommodates diverse ontologies, epistemologies, methodologies, and methods. The ability of case study approach to accommodate diverse ontologies, epistemologies, methodologies, and methods is regarded as an advantage because research design can be tailored to the research problem complexities (Anthony et al., 2009; Casey et al., 2010; Farquhar, 2012; Flyvbjerg, 2011; Merriam et al., 2015; Yin, 2014). De Vaus (2001) reveals that case study is fundamental to the substantive and methodological development within the social sciences. In addition, Mills et al. (2017) state that case study research is an efficient methodology for investigating and understanding complex real-world issues and thus, grown in reputation. Case study has been used to address diverse multi-disciplinary research questions ranging physiology, social sciences, education, business, law, and health. All the developments and variations in case study approach can be confusing and complex to a researcher new to case study (Creswell, 2013). Irrespective of this limitation, the case study approach has contributed to the development of different philosophical perspectives and methodological variations. The ontological and epistemological underpinnings influence the developmental variations of case study research. Consequently, different forms of designs for preparing, planning, and conducting case study research success were recommended. Irrespective of the recommendations, case study has evolved as a flexible and research approach (Creswell, 2012; De Vaus, 2001; Yin, 2014).

Case study research is identified as qualitative form of inquiry (Creswell, 2012; Denzin & Lincoln, 2011; Merriam, 2015; Miles et al., 2014; Stake, 2006). The qualitative form of inquiry aligns with the qualitative paradigms which supports exploratory, explanatory, interpretive, or descriptive aims and methodologies (Denzin & Lincoln, 2011).

Each methodology depends on the ontological and epistemological stance, however, the meaning of experiences and establishing understanding stem from the perspective of

participants involved (Merriam, 2015). The basic essence of case study research to provide in-depth analysis and understanding of social issues within the context and participants' perspective (Merriam, 2015; Simons, 2009; Stake, 2006, Yin, 2014). Similar to other qualitative research methodologies, case study approach provides participants' perspectives within their respective natural setting (Creswell, 2013). Case study engages observations, interviews, focus groups, document, and artefact analysis to facilitate co-construction of data (Merriam, 2015; Simons, 2009; Stake, 1995; 2006; Stewart, 2014; Yin, 2014). It involves subjective and interpretive orientation for the perceptions and interpretations of data during the inquiry (Creswell, 2013). Case study's subjectivity utilises a reflexive stance which is openly acknowledged (Denzin & Lincoln, 2011; Miles et al., 2014, Yin, 2014). Creswell (2013, p. 97) clearly identifies case study as a methodology and provides this operational definition:

> a qualitative approach in which the investigator explores a real-life, contemporary bounded system or multiple bounded system over time, through detailed, in-depth data collection involving multiple sources of information and reports a case description and case theme.

The units of inquiry (cases) for this study are Salford SEP and Plymouth SEP. According to Yin (2014), case study research remains among the most complex challenges within the social sciences. The research adopts an interpretivist philosophical versatility which assumes that multiple realities and meanings exist. This provides the study and the research process the opportunity to investigate explanations of complex social value phenomena. The pragmatic and flexible approach to providing in-depth comprehension to complex multifaceted issues across multiple disciplines is very important to the study. The limited research on SEPs calls for a robust methodological design that offers ample opportunity to investigate and understand complex issues within a real world, making the case study approach apt. One needs to construct validity, internal validity, external validity, and reliability as the case study approach is planned for empirical data. Hence, this study explores the city council-social enterprise relationship

utilising an in-depth comparative case study approach, aims to identify and explain complex social value phenomena in their real world context (Eisenhardt and Graebner, 2007).

4.4 Qualitative Data Collection: Semi-Structured Interviews

Interviews are recognized as a the method of choice for qualitative researchers in both psychology and sociology (Robson et al., 2016). Gerson et al. (2002) describe the interview as an in-depth data collection technique which qualitative researchers utilize to discover the unexpected and uncover the unknown. Furthermore, Fontana et al. (2000) acknowledge that interviews are one of the most powerful and commonly used approaches available to researchers to understand human beings. However, the validity of interview as a data collection method has been queried by Houtkoop-Steenstra et al. (2000) who argue that the interview data can only be understood as a product of the contingencies of the interview situation. Notwithstanding, the interview lends itself to a multi-strategy design or multi-method approach. Thus, it can be combined with other methods (Braun et al., 2013). Fontana et al. (2000) suggest that qualitative researchers are gradually appreciating the fact that the interview is not just a neutral tool for gathering data, but an active interaction between two or more people negotiating contextual based results.

Several scholars have recognized different classifications of interview and this will include structured, semi-structured, and unstructured (Robson et al., 2016). However, Brinkmann (2018) recognizes the existence of completely structured and unstructured interviews. It has been argued that interview participants discuss issues outside the structure outlined for an interview majorly before the start of the interview and at the end. Thus, utterances in instances are often quite important and useful to the researcher's understanding, especially getting clarity on an interviewee's answers to pre-structured questions. Likewise, the avenue to complete an unstructured interview was abased. In most instances, researchers have an understanding of what should take place during the interview. As a result, Brinkmann (2018) recategorized the

typology of interview as relatively structured interview, relatively unstructured interview, and semi-structured interview. In scholarship, there is consensus regarding the nature of the semi-structured interview. Thus, this study adopts the semi-structured interview as a primary data collection method. In addition, interview can take different variety of forms and this will include face-to-face verbal interview, face-to-face group interchange, or telephone interview (Fontana et al., 2000).

While the interview is acknowledged to be a favourable choice among qualitative researchers, it poses several limitations to the data collection tools (Robson et al., 2016). These include absence of contextual information, lack of visual cues (where telephoning interview is adopted), potential bias of interviewees selection, its time consuming nature, and difficulty in securing cooperation from potential interviewees (Fontana et al., 2000; Gerson et al., 2002). However, the interview offers certain benefits as a data collection technique, which include the ability to provide rich and highly illuminating material, non-verbal cues help in understanding the verbal responses, and flexibility and adaptability in finding things out (Robson et al., 2016). Telephone interviewing has some advantages and limitations. The recognized benefit of telephone interview relates to its being cheap and quick, especially where face-to-face interviewing would call for substantial travel. It also offers the possibility of reducing interviewer influences on responses. However, in most instances, telephone interviews are relatively short and there is an absence of observation cues in terms of gestures (Braun et al., 2013; Robson et al., 2016).

For the core purpose of this study, all recruited interviewees in Salford SEP were interviewed face-to-face whilst the interviewees in Plymouth SEP were conducted through the telephone interviewing technique due to the geographical distance. On average, across both case study sites the length of the interviews was 45 minutes to 1 hour.

4.4.1 Sample of SEPs and Geographical Location: Gaining Access

Amongst the 28 SEPs across England, Salford SEP and Plymouth SEP were sampled. The rationale for the selection of Salford and Plymouth SEPs as case studies was their attendance at the social enterprise network meeting. In addition, the snowball sampling technique was used in the study to select participants. Snowball sampling is a process of participant recruitment entailing inclusion of participants identified through the first party participants. The underlying reason for selecting the aforementioned approach for participant sampling is related to the difficulty of finding potential participants. For the purpose of this research, sampling was carried out by contacting subjects who then recruited other subjects by contacting their acquaintances.

Negotiating access to the setting to conduct observation and semi-structured interviews can be challenging for both more-structured and less-structured observation (Foster, 2006). Irrespective of the approach an observer tends to adopt, getting physical access involves the use of some negotiating strategies. Thus, the problem of access is of great significance in the early stages of field research. However, for ethnographic research, negotiation of access remains an issue throughout data collection (Robson et al., 2016). Foster (2006) identifies the role of gatekeepers in restricting access to observation. Thus, he highlights several techniques an observer can adopt to influence the gatekeeper: explaining fully the purpose and nature of the research, offering incentives, guaranteeing confidentiality, stressing commitment to ethical principles, and the assistance of a sponsor. To ensure accuracy of the collected data, the researcher conducted the interview. Another major reason for the involvement of the researcher as an interviewer is to avoid misinterpretation of the information.

Plymouth SEP is one of the longest-standing SEPs, while Salford has only recently become an SEP. Across both the Plymouth and Salford SEP, there were gatekeepers. These gatekeepers were the network lead for each of the two SEPs.

Fortunately, the University of Salford has Social Enterprise Mark status and a Centre for Social Business. The Centre for Social Business was managed by my two supervisors (Prof. Morven McEachern and Dr Kevin Kane) and instituted as a research center for social businesses and to provide institutional support for social enterprises. The researcher saw an opportunity and secured the assistance of reputable sponsors to gain access to the network lead gatekeepers in Salford and Plymouth SEP. The Directors of the Centre of Social Business introduced the researcher to the gatekeepers. Having successfully gained support from the gatekeepers, the researcher was able to gain access to all other social enterprises within the two SEPs. Photographs in Figure 24 and Figure 25 below show the events attended and organized by the Centre for Social Business for social enterprises in Salford during 2017.

Figure 24: Photo of the meeting on Nurturing Socially Responsible Entrepreneurs held at the University of Salford Centre for Social Business on the 28th March 2017

Figure 25: Photo of the author presenting at a meeting on social value creation, at the Centre for Social Business at the University of Salford held on 11th January 2017

To ensure the participation of both social enterprises and local council staff, attempts were made to build necessary relationships and contacts by attending meetings and events organized by social enterprises. Both Salford SEP and Plymouth SEP have regular monthly meetings of the social enterprises. Necessary allowances were put in place to ensure these meetings were attended. However, due to distance, the researcher could only attend the Plymouth SEP Annual General Meetings. After the researcher successfully gained access to the case study sites, the responses from both social enterprises and local city councils were impressive. They were excited that a researcher was in their midst to observe and record their positive contribution to the society. Most especially Plymouth SEP. The researcher was given opportunities to speak to social enterprises in Plymouth during their 2016 AGM about my research intentions (see Figure. 26).

Figure 26: Photo of the researcher speaking at the 2016 Plymouth Social Enterprise AGM

In addition, a section was included in the Plymouth SEN newsletter to help canvass and recruit social enterprises for the research, as illustrated in Figure 27 below.

Figure 27: Advert to recruit Plymouth Social Enterprises

Fundamentally, the social enterprises do not see my research as an academic exercise; they recognize it as another sign of a celebration of the outstanding success that SEs have been

contributing to the society at large, hence the rationale for the caption within the newsletter section, 'Celebrating our example'. In addition, one of the Plymouth social enterprises sent a copy of the newsletter which acknowledged the research exercise (see Figure. 28). Social enterprises welcome research whenever the gatekeeper allows the researcher/observer access to an SE setting. Whilst recruitment for the interviews was in the process of being secured, unstructured observation had begun to identify the nature of the relationship between the local city council and the social enterprises.

Food Plymouth CIC and Social Enterprise Research

We are grateful to our colleagues at Plymouth Social Enterprise Network (PSEN) for alerting us to the opportunity to engage with a team of doctoral students from University of Salford's business school who are conducting research in to social enterprise in Plymouth. As the Food Plymouth partnership and network's infrastructure or 'backbone' organisation, a social enterprise and a PSEN member, Food Plymouth CIC has seized this chance.

Food Plymouth and Inspiring Futures.

Student Consultancy Project - Food Plymouth and Plymouth University Business Students.
Through direct engagement with students from Plymouth Business School - Futures Entrepreneurship Centre, we have been enlightened and revitalised in the way we use our social media.
The team have shown great initiative in their analysis of Food Plymouth's Social Media outputs and continue to provide sound advice and key direction in how we can go forward and inspire engagement and following through our social media channels.
The students also created the survey referred to in the introduction of this e-bulletin as a part of their project work, so if you haven't already, please follow the link!

Figure 28: Newsletter Article, 'Plymouth Social Enterprise Excited to Share in the Research'

This research adopted a non-probability sampling technique due to its case study approach and relativist constructivist epistemology (Silverman, 2013). England is currently the leading country in the social enterprise concept and the pioneer of the SEP scheme. As a result, locations selected for the investigative comparative study were restricted to England. The locations were selected based on certain criteria. Plymouth is one of the long-standing thriving

social enterprises in the UK and Salford is one of the newest SEPs. The investigated SEP cases had several unique qualities that made them logical candidates for sampling (Yin, 2014). Plymouth SEP is identified as the most successful because it is the only SEP with local council investment fund for social enterprises (see Appendix 5, p. 234), the level of awareness of social enterprise activities within the city is high, there are over 150 social enterprises and membership is currently growing (see Appendix 6, p. 234), there are institutional supports (local council and universities) and alliances for social enterprises (see Appendix 7, p. 235), and finally, the social enterprise network has been incorporated with a legal identity of a community interest company with board of directors (see Appendices 8 and 9, pp. 235-236). However, Salford SEP is new with few members and no structure outside of having regular meetings and comprising two passionate individuals. These two extremes of SEPs facilitated an in-depth comparative study between an advanced and underdeveloped SEP to answer the research questions, contribute to knowledge, and generate some practice-led contributions.

Salford and Plymouth SEPs were also sampled based on their attendance at the social enterprise network meeting. The research design and sampling logic ensured that both Salford and Plymouth SEPs were far apart regarding time which helped the research identify strategic relationship between stakeholders for social value (Langley, 1999). Social enterprise with both SEPs have existed for over a decade and have practiced social value at different degrees, however the SEP status has been held for less than a decade which is relatively new. In addition, Salford and Plymouth SEPs' network and relation structures differ in some respect, however they both have established city council-social enterprise relationships and had conducted SEP stakeholders' events and meetings at the time of the research.

In these locations, the researcher interviewed members of social enterprises and the local city councils (see Table 3 and Table 4 in chapter 5, pp. 144-145). Interviewees were recruited through attending monthly networking meetings. Due to distance, Plymouth SEP was visited

twice. The first visit was on the 22nd May 2017 and the second visit was 12th November 2018. The study ensured continued conversations were ongoing via telephone/Skype, while 20 meetings were attended in Salford SEP. The researcher secured participants' involvement though the use of snowball and convenience sampling to gain interviewees. Participant recruitment was conducted until saturation point was reached (Silverman, 2013). Following Ebrashi (2013), to ensure data triangulation, 30 social enterprises were interviewed. Interviews were conducted between July 2017 and March 2018. In addition, some recruited 14 social enterprises were indirectly observed and others (16 social enterprises) were directly observed. This research included both participant observation and non-participant observation. The direct observations involve attending staff meetings and any relevant business meetings.

4.4.2   Question Design and Wording

The interview designs adopted a semi-structured approach which is based on the interpretivist underpinning of the study. The interview questions were designed and structured from the research objectives and research questions (see Table 1, below).

Table 1: **Research Objectives, Research Questions and Interview Questions**

Research Objectives	Research Questions	Interview Questions
1. To review and critically analyse existing literature pertinent to development of partnerships and collaborations between local council and social enterprises within SEP		
2. To investigate and evaluate the responsibilities of each of the local council and social enterprises in creating social value through SEP scheme.	1. How do the responsibilities of the local city council create social value with SEP? 2. How do the responsibilities of the social enterprise	a. What is your understanding of social value? b. Why is social value important? c. What is your organisation's social value process? d. Have there been benefits of the social value process to your organisation?

	create social value with SEP? 3. How do the activities of the social enterprise complement the ongoing responsibilities of the local city council in the creation of social value within SEP? 4. Why are there gaps in the creation of social value SEP?	e. Who would you consider as social value stakeholders within Salford? Please list if possible. f. How would you best describe social value creation within the city of Salford? g. What is your understanding of Salford as an SEP? h. What do you understand and identify as your organisation's responsibility to create social value with SEP?
3. To evaluate the nature of collaborative partnership between local council and social enterprises in creating social value through SEP scheme.	5. How is the local city council collaborating with social enterprises and other agencies within SEP in the creation of sustainable social value? 6. Why would the local city council not want to engage in collaborative partnership for the creation social value within SEP? 7. How can the creation of social value be sustained through collaboration between local city council and social enterprises within SEP?	a. What sector(s) should be responsible for social value creation? b. Who would you consider as social value stakeholders within Salford? Please list if possible. c. How would you describe the role of the city council in the creation of social value within the city? Are there case studies to substantial the council's roles? d. Are there constraints hindering the city council from performing these roles? e. Within the social enterprise sector, how do you think social value can be sustained and promoted? f. Does the council have a promotional agenda for Salford as an SEP? Please can you share some of these agenda, if any? g. Has your organisation been involved in any partnership? Please can you share some instances? h. What was the objective of the partnership? i. What do you think fosters the success of the partnership? j. What do you think should be the prominent role of social enterprises in partnerships premised on social value for the city?

The interview process allows the researcher to ask additional questions as the conversation with the interviewee proceeds. Thus, all questions were structured using the open-ended format. Such questions allow interviewees to share their in-depth understanding regarding the question being asked, giving the study rich data for analysis. More importantly, the interview process has been guided by Robson et al. (2016, p. 287) who recommend that one should 'listen

more than you speak, put questions in a straightforward, clear, and non-threatening way, eliminate cues which lead interviewees to respond in a particular way, and enjoy the interview'.

A relaxed approach was adapted throughout the interview exercise. Interviewees were constantly reassured of confidentiality and that there is no right or wrong answer to any of the questions. What is essential is to allow participants to express their thoughts as to what they feel is appropriate as their answer to all of the questions. This approach allowed all of the interviewees to be granted the position of an engaged audience and enabled them to discuss at length their feelings during the interview. In addition, the researcher's attendance at monthly meetings gave interviewees confidence to share their thoughts during interviews, especially within Salford SEP. Likewise, the researcher's presentation at events hosted by the University of Salford Centre of Social Business built their level of openness to engage in discussion. On the other hand, Plymouth SEP social enterprises were thrilled with the fact that I travelled long distances to build contacts. Thus, the acceptance of the social enterprises created a relaxed interview atmosphere and conversation during the telephone interview.

All interviews conducted in Salford SEP were arranged based on the interviewee's preferred location. In most instances, the interviewees preferred that the interview be conducted in their offices which they considered quiet and convenient. Where a social enterprise entrepreneur did not have a permanent office location, arrangement for the interviews was done within a secure University of Salford room. The researcher liaised with the supervisor to help book and arrange a private room in appropriate quarters with the University. This arrangement depended on an interviewee's availability. Within Plymouth SEP, there was no need for any physical movement or any arrangement for rooms as all interviews were conducted via telephone. Thus, arrangement with all Plymouth SEP interviewees was relatively straightforward because it was not necessary for the researcher to travel to the case study site.

All interviewees were sent a copy of the Information Letter to read (see Appendix 10, p. 237) and the Consent Form (Appendix 4, p. 233) to sign. Both documents were requested to be returned by the latest day before the interview date where the interviewee had not returned the signed copy by email. This enabled the Information Letter and Consent Forms to be reviewed and checked by the researcher before the interview date. The document checks involved identifying any objections or comments by the interviewee recorded on the document. Where any comment or objection from the interviewee would likely impact negatively on the interview, these comments or objections are taken as important because of discussion clarity. When interviewees clearly understand the basic purpose of the interview, they are reminded that the interview is voluntary, that they do not have to answer any questions and they have the right to exit the interview at any time, and the confidentiality of all information exchanged during the interview is reiterated. The interviewee is also reminded about their consent to the audio taping of the interview. When all necessary consents had been completed, the interviewees were advised that the interview length could be between 45 minutes to 1 hour.

4.5 Qualitative Data Collection: Multi-Sited Structured Non-Participatory Observation

The case study approach avails researchers the opportunity explore participants' experiences within the context of their specific natural settings, thus, providing rich data set. It involves the evaluation of the social context of participants' daily experiences which invariably provides general principles and rules of each cases. (Pacho, 2015). This method provides an analysis and comparison of multi-sited research. Multi-sited research allows researcher to establish logic of connection associated with the different locations which literally defines argument for non-participatory observation (Marcus, 1995). However, Eberle et al. (2016) propose organisational ethnography as a multi-method approach which can engage either participant or non-participant observation within real world settings. Furthermore, it involves active non-

participatory observation of social events across the different locations to establish an in-depth understanding and insights of participants daily activities with the natural environment (Neyland, 2008). Marcus (1995) claims that multi-sited non-participatory observation intends to stimulate some macro-construct within the context of observatory work. This is complemented by visual observation to develop an understanding of people's life and other fieldwork sites (Pink, 2013). It may be impossible to formulate a fixed set of instructions, rules and procedures on how to do participatory observation (Atkinson, 2014), however Neyland (2008) discusses the crucial issues in the form of sensibilities. These sensibilities will include questions such as what to observe, approach to adopt for participation, and methodology to utilise for the establish understanding (ibid.). Furthermore, the researcher's observation sensibilities have to be conducted with rigour.

According to Hardwick (2016), case study is mainly used for conducting exploratory research, which in turn is responsible for providing great assistance to the researcher in generating new ideas. In addition to this, these new ideas can be assessed further with other methods. The case study approach contributes to the illustration of theories that can reflect different aspects related to an individual's life and relations to others. For the purpose of this research, case study is used to enable a holistic review, alongside offering an opportunity to use a wide range of tools to focus more on the subject.

4.5.1   Non-Participatory Observation Research Design

While Gobo et al. (2011) claim that ethnography involves three elements, participant observation, fieldwork, and case stud, they argue that it involves two research strategies: non-participant observation and participant observation. While many organisational and management studies encourage the use of non-participatory observation overtime, there are few non-participatory observation studies of social enterprise. It is disappointing for social

enterprise research that this area of study has not extensively explore this innovative methodological techniques and theoretical approaches (Haugh, 2005).

The purpose of non-participatory observation research design is to facilitate a comparison between the two case studies for this research, Salford SEP and Plymouth SEP. As a result, non-participatory observations were carried out within the cities of Salford and Plymouth (Clark et al., 2004). Gobo et al. (2011) affirm that non-participatory observation differentiates from other methods majorly because an inactive role is given to the cognitive modes of observing. However, Mauksch et al. (2017, p. 114) explain that 'non-participatory observation provides a clearer sense of the everydayness of social enterprise, the paradoxical aspects of human practice and the subtle workings of power'. Hammersley et al. (2007) state that the complex history of participatory observation is one of the reasons it does not have a standard definition. Nonetheless, non-participatory observation provides a complex tool to be utilised for the exploration of everyday life cultural complexity which shapes social entrepreneurial practice. Hence, calls for non-participatory observation research into social enterprise are not recent but old (Mauksch et al. 2017).

Clark et al. (2004) state that non-participatory observation is becoming acceptable as interview. Non-participatory observation involving listening, feeling, hearing, and eavesdropping for data gathering and collection can be explained to be gaining reasonable level of acceptance by scholars and researchers just like interview. Hence, Mauksch et al. (2017) conclude that non-participatory observation eschews essentialism but allows exploration of complex social activities. Indeed, non-participatory observation gives insightful understanding of social enterprise's hybridity, it might be challenging to support an understanding of the difference between the social and economic positioning of the organisation.

A consistent thread that runs through non-participatory observation research reveals that there is a gap between the discourses attributable to social enterprise and the practicality of the

discourses (Taylor et al., 2015). Gobo et al. (2016) identify the added value of non-participatory observation compared to other methodologies: actions and behaviours observation as oppose opinions and attitudes. The resultant effect is not only theoretical but also practical, because social actors craft innovative and lasting solutions to social issues. In other words, social actors can easily detail changes to existing socio-economic circumstances after observing participants' actual social. Non-participation social enterprise observation simply involves non-engaging or indirect identification of socio-economic tensions within the real-world settings and reducing these socio-economic tensions to manageable data set. Nevertheless, non-participatory observation provides a tool for identifying how practitioners involves discourse(s) of power within the social space. Furthermore, non- participatory observation demonstrates reflexive value by recognising self as an essential element of research through the exemplifies insights gained from sharing other people's world. Non-participatory observation engages personality of the researcher's reflexivity in the co-production of research reality (Buscatto, 2016).

Table 2: Research Objectives, Research Questions, Interview Questions and Observation Check List

Research Objectives	Research Questions	Interview Questions	Observation Check List
1. To review and analyse critically existing literature pertinent to development of partnerships and collaborations between local council and social enterprises within SEP			

2. To investigate and evaluate the responsibilities of each of the local council and social enterprises in creating social value through the SEP scheme	1. How do the responsibilities of the local city council create social value with SEP? 2. How do the responsibilities of the social enterprise create social value with SEP? 3. How do the activities of the social enterprise complement the the responsibilities of the local city council in the creation of social value within SEP? 4. Why are there gaps in the creation of social value SEP?	a. What is your understanding of social value? b. Why is social value important? c. What is your organisation's social value process? d. Have there been benefits of the social value process to your organisation? e. Who would you consider as social value stakeholders within Salford? Please list if possible. f. How would you best describe social value creation within the city of Salford? g. What is your understanding of Salford as an SEP? h. What do you understand and identify as your organisation's responsibility to create social value with SEP?	a. Skill and knowledge levels b. Knowledge of social value
3. To evaluate the nature of collaborative partnership between local council and social enterprises in creating social value through SEP scheme	2.1 How is the local city council collaborating with social enterprises and other agencies within SEP in the creation of sustainable social value? 3.1 Why would the local city council not want to engage in collaborative partnership for the creation of social value within SEP? 4.1 How can the creation of social value be	a. What sector(s) should be responsible for social value creation? b. Who would you consider as social value stakeholders within Salford? Please list if possible. c. How would you describe the role of the city council in the creation of social value within the city? Are there case studies to substantiate the council's roles? d. Are there constraints hindering the city council from performing these roles? e. Within the social enterprise sector, how do you think social value can be sustained and promoted? f. Does the council have promotional agenda for Salford as an SEP? Please	a. Statements about commitments, value, changes to be made b. Awareness of the group climate c. Level of participation, interest d. Level of support and co-operation e. Power of relationship f. Attitude towards social value

	sustained through collaboration between local city council and social enterprises within SEP?	can you share some of these agendas, if any? g. Has your organisation been involved in any partnership? Please can you share some instances? h. What was the objective of the partnership? i. What you do think fosters the success of the partnership? j. What do you consider should be the prominent role of social enterprises in partnerships premised on social value for the city?	

Robson et al. (2016) describe observation as a natural and obvious technique which provides real-word action and behavioural details. It provides the rich tradition of social science (Bratich, 2018) and it provides a technique which allows the researcher to watch, record, describe, and interpret what is observed. In addition, Gerson et al. (2002, p. 199) describe the research technique as a 'qualitative approach which involves some kind of direct encounter with the world, whether it takes the form of social enterprise's daily life or interactions with a selected group'. Non-participatory observation actively involving the use of the general senses to record and detail happening with a defined research field. Essentially, whilst information from observation involves watching, it involves the combination of various senses. Data gathered are processed and interpreted using some complex methods available to the researcher. Observation information provides insight and knowledge regarding how we need to act in the world. This knowledge informs the testing of common-sense theories with respect to the social world. As a result, theories are refined through observed behaviour.

The research technique is described as the fundamental basis of all research methods within social and behavioural research (Angrosino et al., 2000). Observation provides foundational data which premise additional data that are gathered through the use of other research tools (Foster, 2006). For example, instances where studies adopt the use of interview techniques,

these provide preliminary cues on body language and gestures which provide narratives interviews may not necessarily extract during conversations. Generally, social scientists are described as observers. This observation involves both human activities and physical settings (Angrosino et al., 2000). Thus, social scientists adopt different approaches to observation. Robson et al. (2016) identify two extremes, participant observation and structured observation. Whilst the participant observation is associated with a qualitative style, structured observation is quantitative. However, Foster (2006) argues that there are different approaches to observational research. Mainly, there are more structured or less.

From a different perspective, which Robson et al. (2016), dichotomized observational research as either formal or informal observation. They describe the informal observation as less structured. It allows the observer considerable freedom in gathering data and how the data is recorded. The approach is unstructured and described as complex. The observer takes note from informants and performs some complex tasks of synthesis and data organisation. However, the formal observation imposes a structured approach and direction on how and what to be observed. There are pre-specified aspects that need to be followed during the observation, whilst everything else is considered irrelevant. The formal approach tends to achieve high reliability and validity relative to the informal. Likewise, there is a high cost of complexity and completeness attributable to the formal observation (Robson et al., 2016). Foster (2006) argues that the formal (more-structured) observational approach has its roots in the positivist tradition of social science whilst the informal (less-structured) rejects the positivist approach to social science. The informal approach emphasis is on studying the social actors' perspectives and the way they interpret their social world, whilst formal observation stresses accurate, measurable, precise, and observable human behaviour. Thus, whilst informal observation aims to produce qualitative narratives of human behaviour that elucidate social meanings and shared practices, formal observation aims to generate quantifiable observational data of human behaviour based on pre-specified human behaviour patterns.

The trajectory of observation as a method is contested (Bratich, 2018). He argues that observation is generative, thus creating methodological debates between distance and proximity (ibid.). Fundamentally, it becomes questionable how far a researcher should be positioned from the object to ensure objectivity and how close to the subject the researcher can be positioned without losing the ability to discern foreground from background. In addition, Foster (2006) argues that observation may not be possible due to inaccessibility of the environment, event, or behaviour of interest. Likewise, during observation, people may likely consciously or unconsciously change their behaviour because they are aware that they are being observed. This may generate an inaccurate representation of observational accounts of behaviour from what is obtainable naturally – a problem of reactivity. Furthermore, observational accounts of behaviour are susceptible to filters through the interpretive lens of the observer. Therefore, it has been argued that observational data do not provide a direct representation of reality (Foster, 2006).

For the purpose of this study, an informal (unstructured) non-participatory observational approach has been adopted. The informal observational approach allows considerable freedom and provides detailed qualitative description of social actors' behaviour within the SEPs. In addition, information recorded from the observations can be combined with interviews to produce an in-depth and rounded picture of the activities and shared perspective amidst social actors within SEPs in the creation of social value.

The study adopted an unstructured observation technique and process. This unstructured observational approach was adopted because it aligns with the qualitative nature of the research. Foster (2006) emphasises that unstructured observation helps explore the social meaning that underpins the understanding of human behaviour and perspectives of social actors. Generally, less-structured observation aims to develop theory, however the theory tends to emerge from, or is grounded in, the data (Angrosino et al., 2000; Foster, 2006). Thus, this

study collected observational data by attending but not actively participating in social enterprise meetings. However, the researcher was continuously observing and witnessing the nature of the relationship and dynamism between the local city council and social enterprises. Fundamentally, the attendance of the local city council at meetings was constantly monitored and observed. Likewise, the contributions of the local city council through speeches at events were monitored. The observation exercise across Salford and Plymouth SEP continued until September 2018.

The technique adopted to record observation for this research was note-taking and collection of photographic evidence. In the process of recording the observed behaviour, elements of observational biases were minimized. The layperson's guide recommended by Robson et al. (2016) was used to mitigate complex areas with observation. These include conscious effort to evenly distribute attention widely, starting with an open mind and keeping it open, writing up field notes into narrative account promptly, and seeking to recognize and discount all biases (p. 331).

4.6 Research Design: Establishing Research Rigour

According to Morse et al. (2002, p. 17), 'research is only as good as the investigator'. In the quantitative paradigm, research design rigour criteria involve not only internal validity, external validity, and reliability, but also objectivity; however, qualitative paradigm focuses on trustworthiness, credibility, fittingness, auditability, and confirmability to ensure research design rigour (ibid.). However, 'the terms reliability and validity remain pertinent in qualitative inquiry and should be maintained' (p. 16). Qualitative research rigour ensures the research is not 'worthless, [or] becomes fiction, … [or] loses its utility' (p. 14). Hence, great attention |must be applied to ensure reliability and validity in all research methods (Cho et al., 2006). There have been different arguments among scholars regarding the criteria to use in attainting rigour in qualitative inquiry (Creswell, 2013; Morse et al., 2002). To maintain this research

rigour, reliability and validity of research play a critical role. Reliability refers to the 'replication and consistency' of research, while validity describes the 'appropriateness of the measure used, accuracy of analysis of the results and the generalisability of findings' (Saunders, Lewis, et al., 2016, p. 202). In addition, Yin (2014) argues that research can be split into construct, internal, and external validity. He describes construct validity as the process which ensures that there are operational measures securing correctness of the constructs being studied. Internal validity involves the process of screening out the likely influences on variables expected to be the key casual variables (De Vaus, 2001). According to Yin (2014) external validity is the test protocol which guides the generation of the research result beyond the immediate study.

Koch (2006) suggests other strategies to ensure rigour is engaged in qualitative research process. These strategies identified include responsiveness of investigator, coherence of methodology, sampling theory, adequacy of sampling, analytic stance, and saturation (ibid.). These strategies provide not only guidance regarding correctness of analysis to ensure reliability and validity (Rolfe, 2006). Furthermore, Shaw (2013) adds the essentiality of verification to ensure research rigour. Verification involves checking, confirming, making sure, and being certain (ibid.). It is an approach which provides incremental reliability and validity to a study, thus rigour. Jootun et al. (2009) also propose specific verification strategies to be used by the researcher. The verification strategies permit to achieve rigour by moving back and forth between research design and implementation, ensuring congruence in research processes (Kieser et al., 2009). Hence, these strategies entail methodological coherence (although not necessarily linear) by ensuring alignment of research question, method, data, and analysis procedures.

Drawing from Hammersley et al. (2007), research rigour |must be ensured from the early stage, right from the research design to the field data collection, analysis, and interpretation. The

research questions are reviewed constantly to ensure the actualisation of research goals and objectives and ultimately ensure a theoretical contribution to the body of knowledge. Social enterprise and social value creation are both complex and dynamic concepts and could be daunting when collecting data, mainly because of the infancy of the knowledge area and the complication of the social actors involved. However, using available literatures and theories will help set aside the researcher's perception, past experiences, and knowledge, and adopt a self-reflexive stance (Holden et al., 2004). This approach enables one to learn from research participants, without bias, how they construct their world. In order to avoid any issue with validity and reliability, some approaches to be adopted to help reduce respondents' bias and distortion (Gibbert et al., 2008). For instance, a narrative of social enterprises and local council can be built from diverse interviewees across multiple functional areas and also across history. In the light of aforementioned discussion, this study has been guided by the principles of construct validity and reliability. This research has not evaluated the internal validity because it is only applicable in 'explanatory or casual studies and not for descriptive exploratory studies' (Yin, 2018, p. 42). The study construct has been secured using multiple sources of evidence, while external reliability is not achievable within this study because of the limitations of the two case studies explored in the study. Research reliability is secured via the use of research protocol, database development, and maintenance of multiple case study evidence.

In the light of the scholar argument above around research rigour, the researcher consciously ensured internal validity, external validity, reliability, and objectivity. The research aims and objectives were used as a guide for the conduct of the intensive literature review exercise from which the research questions were developed. Extra care was taken into consideration to ensure that the research questions align with the research aims and objectives. In addition, that data gathering instruments were tactically used to extract adequate data up to the point of saturation. Data transcription was verbatim. These data were analysed thematically, and peer reviewed to limit bias. Given the complexity and dynamics of the social enterprise place scheme and limited

literature, social interpretation of data during discussion was limited to social actors' context and intent in order to ensure the actualisation of research goals and objectives, and ultimately ensure a theoretical contribution to the body of knowledge.

4.7 Ethical Considerations

Given the sensitive issues arising from both qualitative and quantitative studies, the critical importance of ethical consideration cannot be overemphasized. Studies have shown that the safety and the autonomy of the researcher and the researched are of equal paramount importance (Draper et al., 2011). Furthermore, the handling of ethical issues within research study determines the integrity of the study. It is very important for the researcher to ensure adherence to ethical requirements. This study has been guided by the ethical principles which include honesty, objectivity, intellectual property, social responsibility, data confidentiality, non-discrimination, and many others. All participants in this study were recruited on a voluntary basis and informed of the research details (See Appendix 4, p. 233). Their written consent for participation was obtained prior to the conduct of interview. Confidentiality and anonymity were reaffirmed before the start of each interview. This helps create a conducive atmosphere for interviewees in sharing their thoughts freely. At the data gathering stages, participants' consent was reviewed and updated as necessary. They are educated about their right to voluntary withdrawal from the research without any explanation (See Appendix 4, p. 233). All consent documents were reviewed on completion. At no point was coercion used in recruiting participants for this study.

Although some participants consented regarding the non-anonymity of their identity for this thesis report, all participant identities have been treated anonymously in the reporting of the data. All participants have been assigned a non-traceable code and these codes have been used throughout the thesis write-up. The General Data Protection Regulation (GDPR) 2018 was upheld in safeguarding all data collected. More importantly, a copy of my full ethical approval

application and permission from the University of Salford can be viewed in Appendices 2 and 3 (see pp. 230-232).

4.8 Data Analysis

Verbatim transcriptions of all interviews will be carried out and data analysis will be carried out using thematic analysis (Silverman, 2011). Qualitative approaches are complex and diverse, and thematic analysis is foundational for qualitative analysis (Holloway et al., 2003). Flexibility is an advantage of using thematic analysis. Thematic analysis is a useful theoretical tool which provide freedom in approach and, flexibility without negating the rich and detailed account from complex data (ibid.). However, it lacks precise guidelines, thus, the approach is been critic for non-clarity regarding the minimum standard to adopt in certain instances of qualitative research. Irrespective of this essential shortcomings, thematic analysis is a systematic approach for reporting theme pattern within a data set. It focuses on providing a logical approach of identifying, organising, analysing, describing and reporting themes.

Thematic analysis describes participants' realities and experiences using either an essentialist or realist method or constructionist method (Braun & Clarke 2013). It provides an in-depth termilogical pattern of which different range of discourses interplay within some set of events (ibid.). Similarly, a contextualist method can be adopted. This outlines between the essentialism and constructionism which infers on the way the individuals acknowledge meanings from their experiences within the social context impact on the interpretation and definition of reality. While thematic analysis can work to reflect reality, it is essential to clear establish the underpinning theoretical position. The theoretical position needs to clearly state its assumptions of what represents reality in order clear provide an understanding of the data. Conducting a meticulous thematic analysis of data makes this position transparent.

During thematic analysis, theme pattern with a data set can be identified using two ways: in an inductive or bottom up way (Frith et al., 2004), or in a theoretical or deductive or top down

way (Boyatzis, 1998). An inductive approach means that the themes are directly linked to the data (Patton, 2005). During this approach, data are collected for a specific research, the identified themes are closely related to the questions participants were asked. Inductive approach which involves coding data without any pre-existing coding frame (Braun & Clarke, 2013). In this sense, the inductive approach is data driven. Thematic analysis involves finding codes and themes from research data to establish pattern/s for further analysis (Spiggle, 1994). Furthermore, thematic data analysis involves the process of reducing data to manageable and classifiable components. It systematically provides a logical and orderly way of analysing qualitative data. It entails de-contextualisation and re-contextualisation (Braun & Clarke, 2013). In addition to this, thematic analysis plays an important role in the analysis of qualitative data, especially when data is collected by means of interview transcripts. Therefore, the researcher is able to undertake close examination of the collected information for the identification of possible themes, ideas, and patterns underpinning significant meanings. However, one of the major drawbacks of the approach is the wide range of interpretations that in turn affect the reliability of the research outcomes. On the other hand, it could also neglect data that varies (Attride-Sterling, 2001).
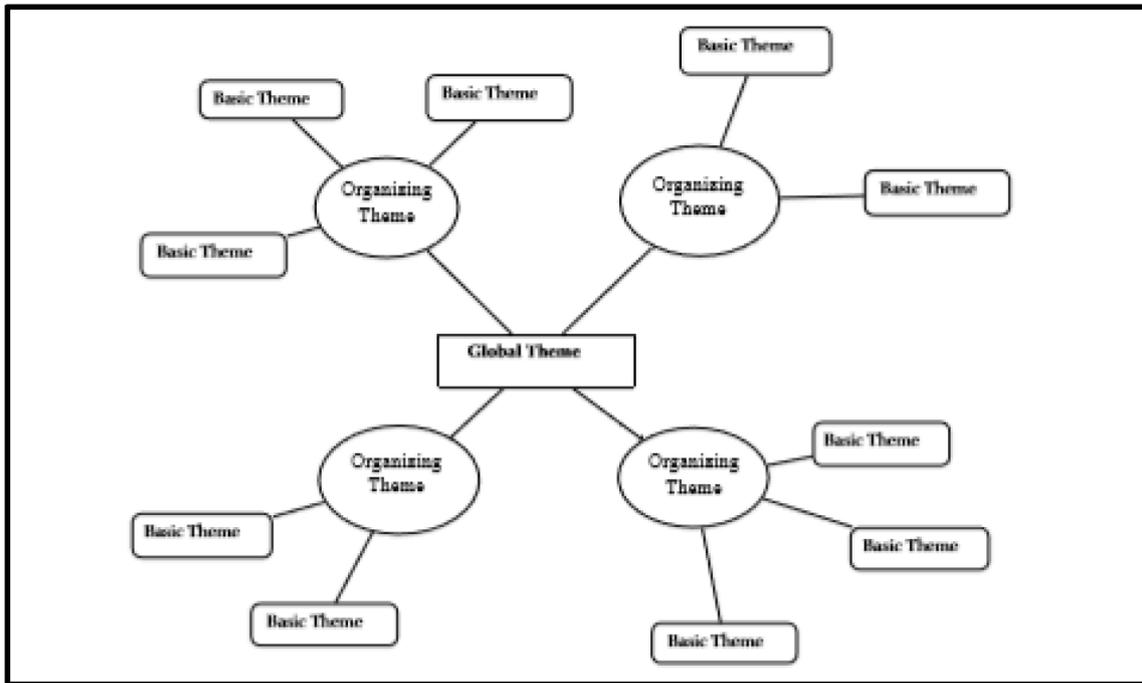
Figure 29: Thematic framework structure

Source: Attride-Sterling (2001)

From listening to the audio-recorded interviews and transcribing the responses, initial discursive themes or codes were identified. These initial discursive themes or codes are collated, and emerging patterns are checked for variability and consistency. Likewise, any specific discourses are also checked. In the course of reading and re-reading of the transcribed data, references to appropriate and relevant literature are conducted and also consultation with PhD research colleagues for peer review is carried out (Braun & Clarke, 2013). Identified themes were further checked and rechecked against the recorded interviews to form nine definitional codes. Furthermore, any recording that exemplified one of these themes was transcribed, temporal position located and categorised under the appropriate code (Attride-Sterling, 2001). While this process is carried out, detailed attention is given for new codes identification. When the coding is completed, further examination is conducted to identify any differences and commonalities across the categorisation of codes. As a result, any underlying

meaning becomes apparent. The analysis focused on investigating patterns across city council-social enterprise dyads.

4.8.1 Coding and Analysing Data

For the purpose of this study, observational data represents foundational data for the semi-structured interviews with the selected sample of social actors across the SEPs. Thus, the unstructured observational data was not coded nor analysed. All data collected and recorded was used to complement the interview data after thematic analysis.

4.8.2 Transcription and Analysis of the Interviews

The transcription of the interviews was done manually. The recordings were played back and transcribed using intelligent verbatim without losing the content and context of the conservation. An average 45-minute audio transcription takes an average of 5 hours to transcribe.

The interview transcripts were analysed using thematic analysis. The thematic analysis was guided by the approach recommended by Braun and Clarke (2013) which they claim provides clear guidelines to embarking on thematic analysis for the first time but ensures that the analysis it conducted in a deliberate and rigourous way, allowing the researcher to bear in mind the potential pitfalls in conducting thematic analysis. Details of the iterations are: iterations 1, coding framework and text dissection; Iteration 2, from codes and issues to themes identified; and iteration 3, from basic to organising to global themes are in the appendices.

4.8.3 Evaluating the Effectiveness of Semi-Structured Interviews, Unstructured Observation, and Personal Reflection

The semi-structured interview approach adopted for this study has been effective. All research objectives and questions were answered from the data collected. More importantly, the non-participatory unstructured observation data were used to complement the corresponding data from the interview. The observational data also provided foundational insight into the potential

areas to ask additional questions about, relating to the nature of relationships, perceptions, and attitudes of the social actors across the SEPs towards social value creation. The interview data collaborate with the data resulting from what was observed during the early stages of the study across the two SEPs. Overall, the semi-structured interview protocol has been effective as a data collection technique for this study. Premised on the adoption of the unstructured observation approach for this study, Robson et al. (2016) argue that a layperson's guide mitigates possible elements of bias. However, Gerson et al. (2002) pose the argument which challenges the adequacy of observation to illuminate theoretical and social concerns which addresses the empirical focus of the study. Thus, there is a need for reliability within observation data. Given the nature of the developing stages of the social enterprise research field, there is an evolving dynamism within the field. Thus, there are relatively few or no complications in using the unstructured observational approach across Salford SEP and Plymouth SEP to establish the nature of relationships existing between the local city council and social enterprises.

A core challenge for this research was the relative distance between the two SEPs. The researcher had to travel several hours on several occasions to attend meetings and events across both of these SEPs. The distance between Plymouth SEP and Salford SEP is one of the fundamental reasons for choosing to conduct telephone interviews across Plymouth SEP. In addition, the cost of travelling and attending SEP meetings was a relative expensive. Finally, the lack of an accessible detailed database of social enterprises across the Salford and Plymouth SEP was challenging. Likewise, the conflicting definition of some enterprises are attributable to the organisational structure which is difficult to categorised. Due to this complexity, the study adopted the stance of identifying organisations that recognize them under the network across the two SEPs. In addition, securing interview appointments with council officials was challenging as many did not respond to email invites. Therefore, I had to utilize the referral technique before I could successfully secure an appointment. Due to the sensitivity of their role

within the council, they were very conscious of how they responded to the interview questions. However, after some insightful discussion, they felt relaxed and thereafter shared meaningful feedback.

4.9 Summary

This chapter discussed the methodological approach of this study. The chapter opens with am illustrative diagram of the study's relationship between epistemology, theoretical perspectives, methodology, and research methods. Next was a discussion of the research philosophical orientations and interpretivist philosophical assumptions were adopted. Also, the ontology was discussed, and it was established that this study adopted a critical realist ontology. Likewise, the study's philosophical stance is relativist constructionist approach. An abductive approach to theory development was adopted. A qualitative research method and design was then discussed alongside the case study research design. The data collection utilized the semi-structured interview and non-participatory observation. In addition, the research aims, objectives, research questions, and data collection instruments were linked and illustrated. The process utilized to establish the research rigour was discussed, and finally, the ethical considerations were discussed alongside the thematic data analysis process.

Chapter 5: Findings and Results

5.1 Introduction

This chapter presents the findings of the fieldwork research. It includes findings of the interplay between local councils and social enterprises in creating social value within the places where social enterprises activities are undertaken and adequately executed. This chapter aims to illuminate discoveries from the identification and analysis of key themes and includes a discussion of their relevance in achieving the research aims and objectives. The post-thematic framework presented below (see Figure 30) provides an outline of the key themes discussed.
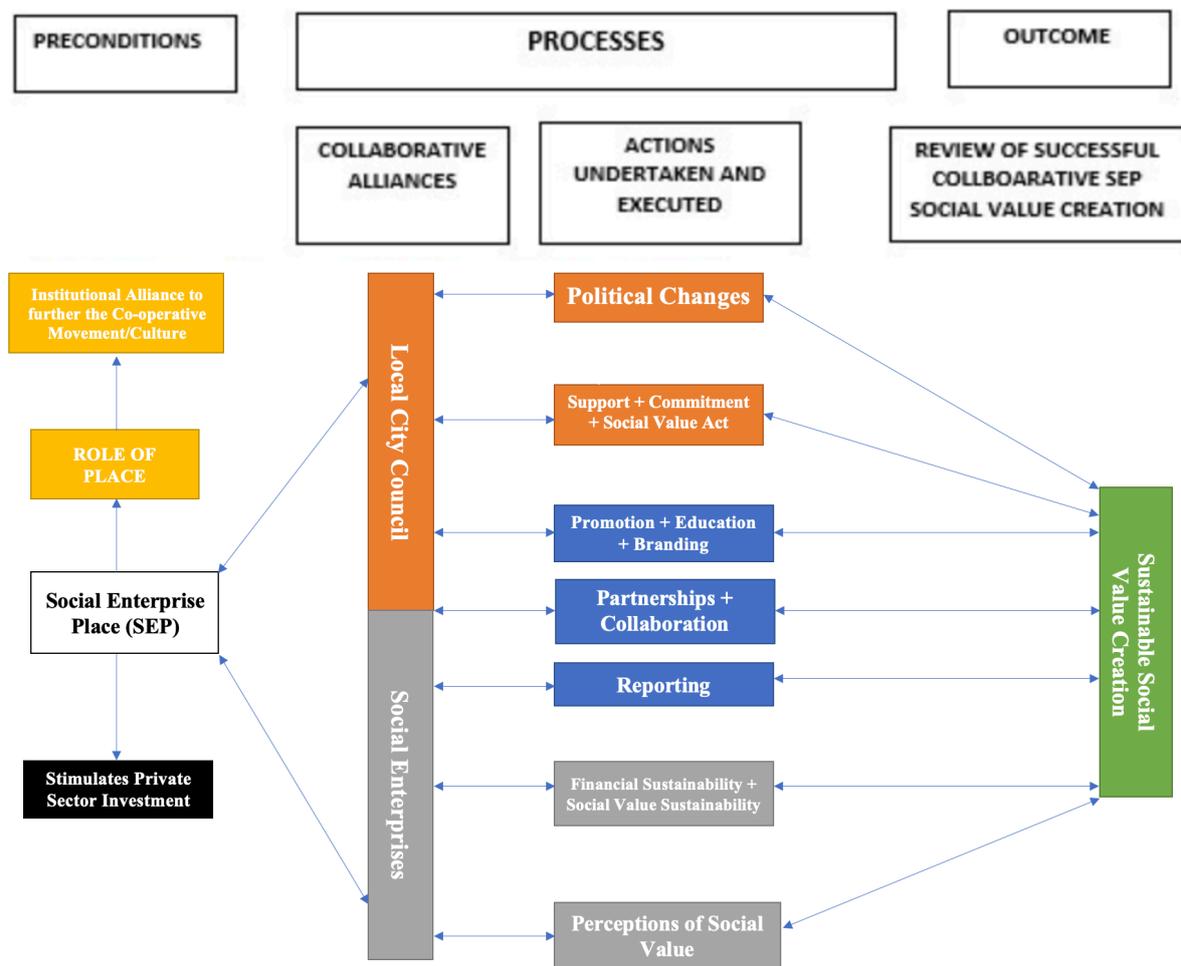
Figure 30: Proposed Framework for Post-Thematic Analysis

Before presenting the findings, it will be useful first to provide an overview of the interviewees who participated in this research.

5.2 Description of the Sample of Interviewees in Case Study SEPs: Plymouth and Salford

All the interviewees in this study are active SEP stakeholders selected from the two chosen case study sites. The Plymouth interviewees are identified in Table 3 and Salford interviewees in Table 4. The researcher recruited a convenience sample of 30 interviewees through attending monthly networking meetings and a snowball sampling technique to gain additional interviewees until saturation point was reached (Silverman, 2013).

These interviewees include representatives from social enterprises and local city councils. As seen in Tables 3 and 4, interviewees have some number of years of experience in their respective professions, eight years on average, and there is a balanced gender distribution. The interviewees provide data from the SEP case studies in Plymouth and Salford. The table below lists the respondents along with the Interview Identification (ID) Code allocated to them for the purposes of the research. The position of the respondents has not been included to avoid identification of individuals. A detailed description of the research interviewees is tabulated below.

Table 3: Description of Sample Interviewees – Plymouth Case Study

S/N	Gender	Years of Experience	SE or Govt	Nature of Business	City	Interview Identification (ID) Code
1	M	9	Govt.	Local Council (LC)	Plymouth	P1GovtLC
2	M	10	SE	Health Care (HC)	Plymouth	P2SEHC
3	F	19	SE	Language learning (Ll)	Plymouth	P3SELl
4	F	4	SE	SE accreditation organization (SEao)	Plymouth	P4SEao
5	M	12	Govt.	Local Council (LC)	Plymouth	P5GovtLC
6	M	9	SE	Community regeneration (Cr)	Plymouth	P6SECr
7	M	3	SE	Supporting BAME community (SESBAME)	Plymouth	P7SEBAME
8	F	8	SE	School for social entrepreneurs (Sse)	Plymouth	P8SESse
9	M	13	SE	Heritage-led regeneration Hlr)	Plymouth	P9SEHlr
10	M	8	SE	Supporting social business ideas (Ssbi)	Plymouth	P10SESsbi
11	M	8	SE	Health and social care for adults (Hsca)	Plymouth	P11SEHsca
12	M	6	SE	Photography and film (Pf)	Plymouth	P12SEPf
13	M	12	Govt.	Local Council (LC)	Plymouth	P13GovLC
14	F	23	SE	Managing mental ill-health (Mmi)	Plymouth	P14SEMmi

Table 4: Description of Sample Interviewees Salford Case Study

S/N	Gender	Years of Experience	SE or Govt	Nature of Business	City	Interview Identification (ID) Code
15	F	25	SE	Helping vulnerable people (Hvp)	Salford	S1SEHvp
16	M	10	SE	Employment Social Enterprise (ESE)	Salford	S2SEEc
17	F	5	SE	Mobile event space (Mes)	Salford	S3SEMes
18	M	12	SE	Creating a business network (Cbn)	Salford	S4SECbn
19	M	4	Govt.	Local Council (LC)	Salford	S5GovtLC
20	F	6	SE	Empowering young parents (Eyp)	Salford	S6SEEyp
21	M	10	SE	Supporting people in Salford (SpS)	Salford	S7SESpS
22	M	15	SE	Specialises in social innovation (Ssi)	Salford	S8SESsi
23	F	2	SE	The National Network of Organizations (NNO)	Salford	S9SENNO
24	M	19	Govt.	Local Council (LC)	Salford	S10GovtLC
25	F	20	SE	Supports Social Enterprises (SSE)	Salford	S11SESSE
26	F	13	Govt.	Local Council (LC)	Salford	S12GovtLC
27	M	9	SE	Innovative mental health services (Imhs)	Salford	S13SEImhs
28	M	14	SE	Health and Wellbeing center (HWc)	Salford	S14SEHWc
29	M	10	SE	Higher Education Institution (HEI)	Salford	S15SEHHI
30	M	13	SE	A Community Organization (ACO)	Salford	S16SEACO

5.3   Themes Emerging and Structure of Themes and Sub-Themes

In this chapter the qualitative findings from the semi-structured interviews and the direct non-participant observations carried out during the empirical research process will be discussed with the purpose of interpreting the research findings in view of the existing body of literature reviewed in Chapter Two. Five (5) themes emerged from the research findings some of which were previously identified in the literature. However, in the course of the data analysis, new insights emerged from the coded themes and these themes underpin the defence of this research and its contribution to knowledge (see Chapter 7, Section 7.3, p. 211).

Table 5: Themes Emerging and Structure of Themes and Sub-themes

Themes	Sub-Theme
1. Role of Place and Institutional Alliance Promotion of Co-operative Movement Practice	• Institutional Alliance Promotion of Co-operative Movement Practice in SE Sector.
2. Private Sector Involvement in SE Sector Stimulates Private Sector Investment	
3. City Council Involvement as Stakeholder in SE Social Value Creation: Commitment, Political Changes and Support through Social Value Act	
4. SEUK and Social Enterprise: Collaboration, Promotion, and Reporting	• Partnership and Collaboration • Reporting
5. Social Enterprises, Social Value Creation and Sustainability: Equality of Financial and Social Value Sustainability and Perception of Social Value	• Financial Sustainability and Social Value Sustainability • Perception of Social Value

More specifically, the following sub-sections reveal the various themes that relate to participants' interpretations of the creation of social value within the case study SEPs.

5.4 Theme 1: Role of Place and Institutional Alliance Promotion of Co-operative Movement Practice

It is worth mentioning here that the role of place plays out minimally in discussions with interviewees when talking about the creation of social value. The minimal intervention of place is attributable to the little knowledge they have of what part place plays in any creation within a city or other location. The literature provides arguments on the concept of 'place'. For example, Cresswell (2004) argues that places are created and that residents create place through the various activities they engage in. Warnaby and Medway (2013, p. 357) expand upon the socio-cultural dimension aspects of place and describe it as a 'socially constructed product developed and endlessly redefined and interpreted via spoken and written words.'

These spoken and written words imply that human actions possess creative abilities in defining their places. Places defined through alliances drive movements and practices within a defined geographical space. Place as a concept plays a prominent role within the SEP context. It helps

facilitate the interpretation of social enterprise attributes to the concept of social value and also defines how businesses connect with each other. The connection between businesses results, most often than not, from spoken and written words confined within those places (Warnaby et al., 2013). Words travel fast and far within communities which implies that everyone within the community often knows what the different businesses are doing. They are aware if businesses are contributing to the community. Hence, from the socio-cultural interplay of activities, businesses are driven and managed by the local residents who share activities and information with different local organisations.

In this context however, social enterprises fail to recognise the prominent role that place plays in their respective SEP. This is evidenced by S1SEHvp who mentioned that there are social enterprises in Salford that their organisation cannot partnership with.

> *So, there are people within the city that we won't work with, either because they are not of the same activities or field. It's not just one of those things but there are others we may have on our fingers burnt and we won't work with them again, because obviously from my point of view it's about reputation.*

This is the impact that perceived reputation of a place can have on collaborative partnership formation. The power of spoken and written word therefore defines human alliance and partnership building regarding resolving social issues within local communities. Social enterprises protect their perceived reputation from potential damage with extraordinary care and as such will not want to be involved in any scandal within their community. The affirmation from respondent S1SEHvp regarding not working with some certain organisations within the city is a result of the socially constructed narrative that is spread by word of mouth within a place. Furthermore, place also builds creditability for partnership through word of mouth which is spread amongst the locals and the local city council. Place possesses redefining interpretation capability through either arts, words or practice. Hence, this theme aligns with Hanna et al. (2011) who propose the use of the place dynamics in creation of adaptable stakeholder

relationships. It is doubtful if the social enterprise recognizes this and the importance of creating such relationships. There is no evidence in the available data that provides any such indication. This is likely an area that SEUK needs to pursue in raising awareness and supporting social enterprises in recognizing how places can facilitate building such essential and adaptable stakeholder relationships.

For instance, there were several social enterprises that do not attend the monthly meeting for social enterprises. The photo in Figure 31 captures a moment in time of the Salford SEP monthly meeting held on the 27/7/2017 and the photo in Figure 32 below captures the Salford Sup meeting held on the 19/7/2027. Both indicate that relatively few people attended the meetings.

Figure 31: Salford SEP Monthly Meeting held on 27/07/17

Figure 32: Salford Sup Meeting held on 19/07/2017

It was also observed during the interviews that the small-scale social enterprise in particular are mainly interested in funding information and believe they need to be meeting and talking to the Salford Community Voluntary Services (CVS) or local city council for support in obtaining funding grants to support initiatives. This assertion can be concluded from a quote from respondent S7SESpS from a social enterprise in Salford:

> *We were invited to attend the meetings. There are many social enterprises, they are very well established, and they have got the resources and expertise to deliver things. We needed support with writing bids, we didn't get that support. We are delivering a lot in the community, but I think the big ones with the money get most out of it and social enterprise like us who are in the community, working hard are not getting as much support as expected.* **(S7SESpS)**

Following another line of thought, Dinnie (2008) explains that place possesses an identity image that describes people and businesses within a community. This description of identity and image attributes some intrinsic qualities and values that external bodies infer about organisations. In the case of the awarding of SEP status on the UK and international level, there has been an increase in visits made by social enterprises, tourists, and foreigners interested in the SEP scheme to Salford and Plymouth since SEP status was given to these communities. One of the participants affirms the improved level of awareness of the good happening within

Salford. Also, Salford is clearly recognized by the international communities as a city itself as opposed to being assumed to be a place in Greater Manchester. Most residents in Salford do not appreciate being recognized as part of Greater Manchester. They prefer to be described as Salfordians. This is what place gives businesses and also the SEP status. The quotes below provided by respondents S8SESsi and S7SESpS clearly demonstrate the role of place in ascribing it as possessing a positive identity and image for both social enterprise and local residents. Respondent S8SESsi stated that:

> *I think the benefit has been getting Salford recognised for its social enterprising environment. It's had such a reputation for quite a while for being a good place to do social enterprise and getting social enterprise city status, I think, it has reinforced that. And what's that meant, within Salford, for example, with people in the city council, the University and bodies like the Chambers of Commerce we get greater recognition as a network of social enterprises rather than individually. Within Greater Manchester, I think Salford is probably seen as the best place to do social enterprise and social enterprise city status has helped with that and to some degree even nationally, it's given some degree of recognition [...] There are some few occasions where people either from Greater Manchester or London have been in touch with us just because of social enterprise city status. That's one of the reasons why they were visited.*

In addition, respondent S7SESpS commented that:

> *Internationally we are the only organization from Salford invited to attend meetings in Brussels, European parliament. So, every year one of directors goes to Brussels to represent [...] and give our opinions advice around migration, about people seeking asylum, about how to work with them.*

From the quotations above, it can be inferred that a place acquires identity such as SEP which is an attribute of positive images acknowledged by businesses including social enterprises nationally and international. Exploration and utilising the positive attributes and images of a place by social enterprises is challenging due to lack of expertise (Castillo-Villar, 2016; Kavaratzis, 2005; Warnaby et al., 2013). Notwithstanding, this is where the interplay of partnership occurs. Social enterprises may want to have a relatively good understanding of how the interplay of partnership could be useful for the creation and delivery of sustainable social value whilst the SEP status corroborates the activities within the symbolic place jurisdiction.

In light of this, it is worth discussing the relative importance of place in attracting and simulating investment within a geographically defined location identified as an SEP. As discussed above, it affirms that SEP accredits a positive image and identity to a place, hence social enterprises are expected to optimise benefits from such a positive identity for their business growth. In the next subsection, findings on a subtheme will be illustrated and discussed. It will clarify how institutional alliances promote co-operative cultural movements.

5.4.1 Sub-Theme: Institutional Alliance Promotion of Co-operative Movement Practice in the SE Sector

Social enterprise activities are creating defined places within communities and regions. Their business model is based on the social aim to be different from other traditional businesses. These social aim motivated activities attract attention across regions. One of the Plymouth city council councillors commented on this.

> *We have got social enterprises on the high street. We have got social enterprises in lots of sectors in the city helping to lead a cultural offer; beginning to secure substantial external investment and growing well. I think it's also a sector which is relatively new and its newness and the resilience by many other sectors or few people make fit it potentially vulnerable.* ***(P1GovtLC)***

Having social enterprises on high streets indicates a strong market presence. The strong market visibility has enabled social enterprises to create places for themselves not only in rural areas but in major cities and towns. They operate across several sectors, and they have been recognized to be leading different cultural movements across places. There is a sort of movement that social enterprises are identified to build whenever they arrive at a location. For example, they build alliances and influential movements in driving home their social goals and objectives as they relate to social value for residents. One of the policy entrepreneurs in Salford city council recognizes these alliances and influential movements:

> *I have not seen anything from SEP, the Social Enterprise City in terms of evidence. But I think it is still out there […] sort of social movement type thing where 'let us get together, this is good, we feel good, we are getting confidence off each other, we are feeling positive, we are helping each other' those sorts of things.* ***(S5GovtLC)***

Social movement within SEPs exists despite no evidential reports on it. Social enterprises tend to network more and create their own space either in a rural space or the city. They define their places by their network and alliance using the notion of '*this is good, let us get together*' practice (S11SESSE). Respondent S11SESSE made this latter statement during the start of one of the Salford SEP monthly meetings to encourage other social enterprises at the meeting. During the meetings, this 'practice' was also observed and noted on several occasions with members sharing their passion regarding the need to drive active co-operation within the city.

Additionally, city councils like Salford advocate for a cooperative cultural community where all businesses and enterprises are expected to interact effectively for communal growth and development. This cooperative cultural community approach relies on the fact that individual businesses are limited in their respective individualistic approaches. However, collective effort possesses a remarkable and sustainable impact for both businesses and residents within communities. Salford City Council has always taken a community approach to events and issues within the city. Little wonder, that respondent S10GovtLC talked about the community approach being in the DNA of Salford residents, and how there are several cooperatives within the city:

> *I think in Salford, there has always been a sort of community approach, and a common approach to doing things that people will support each other. 150 years ago, there was a lot of cooperatives in Salford, the same sort of thing - so people will help each other, will support each other, it's something in the DNA more than anything else but it is incredibly difficult to do.* (**S10GovtLC**)

Furthermore, as revealed by S10GovtLC's comment, Salford City is a cooperative community and for over 150 years residents have recognized and appreciated the importance of supporting each other. This cultural perception of support and building a movement is a leading force for the SEP. The SEP certification has made many social enterprises in the city recognize and appreciate the need to build their city back to what it was before, so they celebrate and uphold

the cooperative historical heritage of the city. Respondent S10GovtLC emphasized that it is a city built on support and cooperation. SEP status appears to have resuscitated this cultural awareness in the minds and heart of residents, the social enterprises, and the city council. As a result, Salford City Council has been aspiring for the come-back of its cooperative city, a city where all forms of businesses have a mutual relationship and trade for the common interest of the city. This recognition drives this keen interest as a growing city where businesses not only thrive but also create jobs and employment opportunities for locals. Social enterprises are one of the avenues for achieving this goal. Social enterprises operate with the guiding principles of co-ops. These guiding principles are believed to build a common purpose ground where other forms of business can actively be involved. This common purpose will drive the growth of the cooperative practice in the city, which will result in the greater good for all stakeholders according to respondent S11SESSE:

> *the Council is aspiring to be a cooperative city, so a real clear sense of the role of cooperatives and cooperation and if we're honest, social enterprises really is just a new name for social business, community business, and the forerunners of that were cooperatives [....] we're working towards something and I think the good thing about alliances is you get a broad group of people with a common purpose. Moreover, if we go back to cooperation - that is really what it is isn't it - that group, the cooperative movement is that. So, whether we term it social enterprises or alliances or cooperatives, it is about working together for the greater good.*

The city council recognizes and appreciates the importance of having a cooperative city and its benefits. As quoted above, it implies that the term 'cooperative city' has evolved to 'social enterprise city'. Such social enterprise cities tend to demonstrate the protentional benefits of having another cooperative city. Most social enterprises recognise this aspiration of the city council, and as such, their alliance with such purpose emerge. Common purposes within the geographical location redefine such locations, and this is what has resulted in the concentration of social enterprises within places like Salford and Plymouth. These locations redefine and create a place which is recognised as an SEP. The alliance of purpose creates place. More

importantly, social enterprises need to identify with the city council's purpose to create the place they want to see, i.e. an SEP.

Social enterprises believe in the power of cooperative movement. They possess a strong notion that social value creation is actualisable through the formidable nature of a cooperative movement. Hence, the major reason for their regular monthly meeting such as the Plymouth SEP Monthly Meeting held on 22nd May 2017 which is captured in Figure 33 below.

Figure 33: A Plymouth SEP Monthly Meeting held on 22nd May 2017

These meetings are scheduled on a monthly basis as a support platform for social enterprises and also to make them more engaged. Given the success of the early cooperative movement in Salford's history, as referenced by respondent S5GovtLC in the quote below, they are passionate about sustaining the active engagement of their members for the maintenance of similar activities that formed the early cooperative movements.

> *If we could get more of them engaged in some way, social enterprise will become a more normal activity. Almost in a sense not going back in history but a sort of equivalent to what was going on a hundred years ago, cooperatives run a large part of the city. They were the biggest businesses. So, it's not that this stuff is new around this part of the world. These activities could argue started here two hundred years ago.*

Having discussed the role of place and SEP status in the promotion of cooperative movement practice through institutionalized alliance within the SEP, it is essential to discuss the private sector's involvement within the SEP space.

5.5 Theme 2: Private Sector Involvement in SE Sector Stimulates Private Sector Investment

Private sector involvement can be described as exciting for the social enterprise sector as it breeds healthy competition and also gives room for social innovation. Social contracts which tend to be dominated and managed by social enterprises are being bid for alongside the private sector. The private sector has more expertise in terms of human resources, however they do not necessarily possess the years of experience involved in social value creation that the social enterprises have. However, this situation can create a healthy balance across both sectors. More importantly, the private sector tends to value and incorporate more social value processes in their operations. Most local council contracts have a certain percentage of social value demonstration in the bids. Where this is the case, and a private sector company wins a social contract, it implies that the private sector has started incorporating social value principles into their operations. Respondent S12GovtLC, a city council representative, explains how the private sector embraces social value:

> *They are now starting to encroach on the market for social enterprises. A big contract, well-being services contract, in Salford that has been operated for several years by the Big Life Company, was re-tendered last year. In Salford, a big strong emphasis on social value in tender, Big Life tendered for it alongside Virgin Health but was won by Virgin Health.* **(S12GovtLC)**

If Virgin Health could win the well-being contract, it tends to demonstrate the fact that the private sector is ready to bring their resources to the social enterprise sector for investing. The private sector investment signifies the emerging growth that the social enterprise sector is

currently experiencing and additional reputational benefit of the sector. The private sector is beginning to develop the consciousness that achieving social value is the right thing. Doing the right thing is giving most companies recognition and affiliations with the social enterprise sector. Where this is done in exchange for the exploitation of the financial benefits available, only time can affirm the claim.

Most surprising is the fact that city council officers recognize the active involvement of the private sector. The social enterprises seem not to be bothered by the activities of the private sector within their space. It may be that they recognize and welcome them to get involved in social value. Neither of the social enterprises raised this as an area of concern. Instead, they have been advocating for many more organizations to get involved in social value. If the private sector decides to pick that up, this will be an added advantage to the sector. Respondent P8SESee, a Plymouth city council representative, explains further the investment involvement of the private sector within the social enterprise sector:

> *I see a strong and growing community network of some quite inspiring individuals with great ideas who are supported by stable organization structures. They are doing quite a lot of exciting things, and they are making a difference. So, they are increasingly gaining recognition for that. For example, we've got Memory Matters which began offering services to people with dementia; just open moment which is the city center café with a memory theme, so there are different zones in the center that is decorated and furnished in different periods, so you've got the 60s,70s, and 80s areas. It is a lovely café, and it's a fun place, I think if you have dementia and there is awareness-raising in there. We have got an energy community, which has installed in most of our areas with solar panels or community funding, and it is using the income from that to deal with fuel inequality. So, we have got some fantastic and exciting things going on. It is a supportive community of people who live on their own and are supportive of what each other are doing, so yeah!*

The social enterprise sector market has been expanding as a result of private sector investment, as most organizations want to benefit from the reputational benefit of the sector. In most cases, such reputational benefits may be exploited for financial return in the long term. This exploitation may be the practice of the private sector. However, this may need some further research. For the moment, the momentum in creating sustainable social value is growing on

the premise of private sector investment and engagement. Also, it is important to emphasize that releasing the control of the sector to private sector institutions may not be healthy. Notwithstanding, respondent S10GovtLC discussed the reputation benefits for the social enterprise attracting of the private sector:

> *The reputational benefit is enormous. This reputational benefit is an essential growth agenda. However, Salford was recognised and has won awards, from Social Enterprise UK. I think it won an award for building the market for this in 2016. So, it has been recognised and won awards for actually leading in doing this and developing ways to build the market for social enterprise, to build the market to create social impact etc.*

It can be inferred that the benefits attributable to the SEP status have been attracting private companies and social enterprises recognized for outstanding activities with their SEP status. This claim can be substantiated from the quote below. Respondent S12GovtLC confirmed during the interview that big private companies are relocating their offices to the SEP and are also asking how they contribute to social value within the SEP:

> *I've had phone calls from telecommunication company who have relocated down to Salford Quays and when they were coming, they were like ... I don't know how they got through to me and were really interested in the social value stuff, 'we want to contribute, what we can do?'.*

Additionally, for the conservation of a social enterprise, a respondent from Plymouth, P12SESPf, appreciates the positive impact that the SEP status has on their business. The business relocated to Plymouth because of its SEP status. Although there is an acknowledgement that direct figures cannot be predicted for the benefit of the business, there has been an ongoing conversation which is beneficial to the social enterprise. Respondent P12SESPf response below supports this point stating that:

> *I think within business it has helped clarify that there's a shared ambition there, I think it helps with visibility, it helps people to understand maybe why we might be here, although we moved our business to Plymouth before it was a SEP, but it helps with the general sense of something happening, I don't think we could bring out figures and say it's a direct link, but I do think it helps with the conversation.*

Furthermore, private sector investment within the social enterprise brings about some changes to the private sector thought processes. Most social enterprises are currently advocating for economic, environmental, and societal well-being of their cities. The private sector's damaging environmental activities are improving. These positive re-approaches from the private sector are likely to impact the economic sphere and generate immensurable well-being for people within these communities, as commented here by respondent S S4SECbn:

> *Yeah, I think so it has been beneficial to both of those in different varying degrees…for a private company actually and what it might mean is that they've started to think a little bit more about their only impact on either the environment or the local economy all those kinds of things.*

The involvement of the private sector within the social enterprise sector has been an immense benefit for the sector. The private sector investment will support the creation of sustainable social value which is an addition to the considerable number of social value beneficiaries. Likewise, the orientation of the private sector towards the environmental impact of their activities has changed. The beneficial impact of this approach from the private sector should be quantifiable both on local lives and the community at large in the future.

In continuation of this discussion, the three critical stakeholders in the social value creation will be considered and discussed in the next section concerning how they contribute to sustainable social value. These stakeholders are city council members and social enterprises.

5.6 Theme 3: City Council Involvement as Stakeholder in SE Social Value Creation: Commitment, Political Changes, and Support through Social Value Act

The city council will include the city council and national city council. These are significant parties to ensure social value creation within regions across the UK. This finding relates to the city council's contribution to the social value creation from their perspective of political

changes; support; commitment and social value act will be presented and discussed in-depth in the following subsections.

5.6.1 Sub-Theme: Political Changes

Political institutions within an economic system represent one of the critical macro elements that determine the success of the socio-economic paradigm. Political changes tend to impact either positively or negatively on an economic system. The social enterprise sector is involved in the impact of political changes. However, successful mechanisms tend to be supported irrespective of changes in power because every political institution wants successes for their city council. The success attributable to the social enterprise sector has been embraced and supported by every successive change in city council. Changes in political institutions support and encourage the continued creation of social value for beneficiaries.

Based on data collected from Plymouth SEP, one of the themes reveals the impact of the political system on social enterprises within the city. The political system supports the establishment and the growth of social enterprises in the city. Policies and political frameworks were established and instituted to secure the development and continued business support for these enterprises. Some local city council officers are well enlightened and perceive the social business model as what works for the city. Their success in the city is measurable in terms of social value created. It is considered the justification for sustainable support for the social enterprise sector within the city despite changes in city council and political parties. P1GovtLC, a local council representative, describes the enthusiasm of the local council toward social enterprises in the city:

> *Well, clearly at the moment they do, because we have proven this to be a successful business model and for the results of the council's investments being positive for the city, when we were in opposition for the last two years, the consecutive administration didn't change what we were doing, they didn't innovate anything new, they didn't change anything…I am planning to increase the capital budget I make it available to social purpose businesses from two and a half to four billion even though that won't be published until November. So, we continue to offer*

financial support, expertise to economic development and we will continue to promote outside of the city, we'll be continuing to do things inside the city and we will continue to see how we can improve the way we use the council to trade with social enterprises as well as other local businesses.

It suggests that the understanding of the local council officials regarding the activities of the social enterprise concerning social value creation determines the level of support that is available. However, the local city council defers in this regard. Plymouth City Council has an appreciable understanding of what social enterprises are creating within the city. In contrast, Salford City Council tends to distance themselves from having this full understanding of what is happening within the sector. From the researcher notes of direct observations, Plymouth City Council officials attended Plymouth Social Enterprise Annual General Meeting (AGM) in 2018 (see Figure 34 below).

Figure 34: Plymouth City Council officials attending the Plymouth Social Enterprise Annual General Meeting in 2018

The Plymouth City Council is a member of Plymouth Social Enterprise CIC Board of Trustees and are actively involved. The council's investment in the sector is increasing from 2.5 billion to 4 billion confirmed by the response by P1GovtLC stating *'I am planning to increase the capital budget available to social enterprises from two and a half to four billion'* (see quotation from respondent P1GovtLC, p.167). However, this support level is not available across all SEPs. Across the two-case study SEPs explore in this study, it is only within the Plymouth SEP

that this level of support and commitment exists. Across the 28 SEPs across the UK, it is only Plymouth's local city council that has committed itself to financially supporting social enterprises. Respondent P1GovtLC added that the council recognized the social business model as a 'successful business model'. Furthermore, returns from the council's investment are positive returns within the council.

However, in comparison, findings from the Salford SEP case study provides evidence that Salford City Council officials have not been seen attending any of the Salford Social Enterprise Network monthly meetings. They only attend special events (like renewal of SEP status events) on a ceremonial basis. It infers that political orientation at the local city council level plays an essential role in determining the likely impact of the political institution on the social enterprise sector. Irrespective of the political leanings of the local councillors, preferably they should be convinced about the potential social benefits that social enterprises can offer the city. On the other hand, irrespective of the social value orientation of the local councillors, social enterprises and the social enterprise network are prepared to work effectively with whichever political party is in power. As such, politics should be downplayed in whatever is accomplished in the city. This social good is the basis for the ideology for a sustainable relationship between the Plymouth City Council and PSEN. Respondent P8SESse, who has 8 years' experience of involvement with SE School of social entrepreneurs, provides evidence that a social enterprise confirms this ideology as reflected in the response below:

> *I think as a network, (I'm being a little bit careful here) one of the things about social enterprise, it doesn't necessarily appeal to either traditional left or the traditional right, or it doesn't necessarily put off either the traditional left or the traditional right, because from either perspective maybe the traditional left quite like social enterprise because it's about doing good and the traditional right quite like social enterprise because it's about business and people doing things for themselves. So there is a kind of story you can tell either way, and there is a way you can engage with people either way, and I think as a network that's what we are trying to do, so we are trying not to let politics matter…we are working to engage with whichever political parties in power.* **P8SESse**

Creation of sustainable social value should not be politically driven. Not having this politically driven relationship is why social enterprises had to work with either political party in power. The support from the local city council is crucial in social value creation. Having a sustainable working partnership with any political party in power will always promote the partnership necessary for social enterprises. The applicable tactics to adopt in managing these partnerships are left for the social enterprises to decide. These tactics are where their creativity in people and relationship management tends to pay off. The more effective social enterprises could be sustaining these partnerships and working with the council, and therefore more momentum will likely be made possible for sustainable social value creation within the city.

It can be inferred that the success of social enterprise in creating social value should not be politically dependent. Although the political institution of the local city council is recognized as a critical stakeholder in the social value creation, the social enterprise safe guide emphasises that the particular political philosophy of the party in power does not influence that relationship. The focal point of their relationship is the creation of social value for the city and not the political philosophy. The social enterprise core strategy for success is their ability as an enterprise to work and relate to local council partners, whichever political party is in power. The changes in which political party is in power from either Conservative or Labour has not had a negative impact on the relationship that the local city council officers have with SEs in supporting and promoting the social value ideology.

Similarly, the local city council recognizes that the social enterprise is a successful business asset for their SEP. Hence, they need to sustain their relationship and keep supporting their growth within the city. It has been claimed that the local city council is limited in the provision of services they can provide within their respective cities, hence they need a mechanism to complement their operations and secure the best essential services for residents within the city. The reason why, confirmed by one of the local city council officers, is that while there were

changes in the political party's administration within the council, neither of the parties in power alter anything that has to do with the social enterprises. This position is due to the fact that social enterprises are recognized as a successful mechanism for the delivery of the local city council agenda for delivery of services to the people in the city. The social enterprises are vital partners of the local city council and need to be supported and promoted. In addition, the local council join forces as with SE as an alliance for social value creation within the SEP by increasing available funding.

The minimal impact of political change on the relationship between social enterprises has been discussed. Following the discussion above, it will be appropriate to consider the level of support and commitment and the Social Value Act, which is the focus of the next subsection.

5.6.2 Sub-Theme: Support/Commitment and Social Value Act Within the Case Study SEPs

It may generally be misconceived by SE that local city councils are expected to offer stronger support for social enterprises within their respective cities, but this has not been the case. While Plymouth City Council is a strong supporter of social enterprise in creating social value within their city, Salford City Council only tries to influence social enterprise activities within the city. Salford City Council prefers to be recognized as an influencer of social value creation as opposed to being an active partner. Therefore, the evidence demonstrates that these are two separate SEP city councils approaching support for social enterprises in creating sustainable social value from two different perspectives.

For instance, Plymouth City Council considers themselves as a partner and a strategic stakeholder of the social enterprise network and aims to provide adequate support to the sustainability of social value within the city. Whereas Salford City Council considers itself as **'a facilitator'**, as noted by S10GovtLC:

> *I see us as playing more of a facilitation role and probably less of a direct hands-on role because all of this activity, as I said earlier, is non-statutory. Although there is a willingness and a desire for the local authority to forge ahead with this, it will be a challenge, and there's no doubt about it. No doubt about it.*

Furthermore, despite recognizing the fact that social enterprise is a critical approach and tool for economic growth within the city, they prefer to distance themselves from any direct engagement that could lead to funding. They mention that they cannot support the social enterprise sector because it is not constitutional, and they do not have match funding from the national government. This position is complex and ironic, as noted by S10GovtLC:

> *I guess it is **a big influencer**. So, you know they say that Salford has this social value alliance which the Council is strongly involved in, and that is about driving forward things that will make more people do social value. So, it is sort of 'Join us noble', and it seems to be working. The thought is if we get some of the bigger employers together, in particular, the sort of growth-pull ankle model organization type of thing - if you get the big organizations, you start to impact on more people. They will be able to influence other businesses and things like that then…The **Council sees itself as an influencer** - an influencer over its partners and influencer of businesses development.*

Respondent S10GovtLC's perception that the Salford City Council offers limited support to social enterprises within the city is because it considers such a level of support as non-statutory. On the other hand, in Plymouth, the support provided is also non-statutory. However, the city council considers social enterprise as a just cause to pursue the greater interest of the city and the economy at large. Having clear understanding and approaches from the city council determines the sustainability of the social value that can be created by the social enterprise within a city. This is supported by one of the Plymouth social enterprises who elaborate on the level of support from Plymouth City Council, with respondent PG4SEao stating:

> *I think they are supportive, but I think they are generally supportive of us the sector. There is a spirit of collaborations there.*

Salford City Council influences bigger institutions outside the social enterprise sector to join the social value alliance within the city. This approach is considered as the '*Join us noble*'. With this approach, it assumes that social value created for the city from the alliance will be

for the city's benefit. Likewise, it will be another platform to engage more non-social enterprise institutions within the city to create and deliver more social value. It presumes that when a city council recognizes and identifies tools for economic growth and development, it will support its potential delivery, but that is not the case with Salford City Council. Furthermore, the city council acknowledges the existence of austerity and affirms that social enterprise is about '*doing things differently*', but this same sector is not supported to minimize austerity within the city. Respondent S11GovtLC further reflects that time will tell regarding the impact of this acknowledgement of Salford City Council and its non-support approach:

> *More, a little bit about mitigation of budget cuts so quite clearly the Council said, look, we know we've got austerity, we know our budget's been cut dramatically, we know we need to do things differently, so social value is part of doing things differently because we can't just spend our way out of trouble anymore. So, we know there are lots of people who are unemployed, living in poverty etc., we cannot just get lots more money in and spend it providing schemes to help people, we can't do that. So, social value is one of the tools that we have, one of the approaches that we have for doing things differently. So, we are working with businesses. We try to influence people to help us tackle poverty. So that I guess is the main driver in Salford is tackle poverty.*

From another perspective, Salford's City Council's influential approach has been stimulated from the budget cut constraints that it has been experiencing. Even though one of the Council representatives highlights that the social enterprise is not a statutory priority for Salford City Council, they are critical of the city's economic strategy. However, this critical element of the city's economic strategy cannot be supported in the short-term. This position is ironic. It woul be logical to presume that a city's critical economic strategy out of austerity will be supported to deliver its expectation for the city's economic well-being. Limiting the level of support from the City Council to '*influencing*' the social enterprise sector needs to be further considered, as argued by S10GovtLC:

> *So, I think we were absolutely delighted to be recognised as a social enterprise city. We see it as critically important to the next phase, which is the city's economic strategy. We see social enterprise as critical within that in terms of driving the city forward. I think it has been great. I think the challenge now moving forward is how we continue to do this - building on the momentum in a climate of worsening*

budgetary cuts for the local authority. This year alone, we are taking £11.2 million out of the city council's budget, I've already said that next year we're looking at £15...15 1/2 million as it currently stands. That is creating huge challenges - huge resourcing challenges and inevitably huge time challenges for the role that the local authority will inevitably play with this agenda moving forward.

There is little or no practical support from Salford City Council for social enterprises. Aside from the use of its logo and the attendance of an event by the City Mayor, the social enterprise network is not fully visibly supported by the council (see for example Figure 35, a Salford City Council member giving a speech at a Salford Renewal Event).

Figure 35: A Salford city council member giving a speech at a Salford renewal event

The support of Salford City Council is not evident, and they do not articulate clearly how to support social enterprise. The Social Enterprise Network within Salford has practically been running on the goodwill gestures of certain individuals who are passionate to see more social value created within the city. However, there is a certain limit these individuals' leverages can provide. This individual leverage should be complementary with support from the city council, but this is not their focus in the interim. Respondents from two respondents from renowned social enterprises described the council's position:

From the council, we also receive small support from their business team…I suppose more broadly the generally positive support from the council will be the promotions around social enterprise. We have engaged with the council at various times but not so much in terms of financial support rather, more around recognition and promotion…the main one is through the work we've done with the council around social value. Through that work, we have got social value built into quite a lot of their procurement process now. We have been able to push things like the living wage and social values which determines who wins contracts. So, I suppose in those three ways, the direct contracts we get, the sort of policy political support and then through things like social value to influence the wider world both public, private and indeed the larger social enterprises, hopefully they start to behave in that way which then opens up new opportunities for social enterprises and hopefully at some point includes us. **(S8SRSsi)**

There was not necessarily support in terms of practical support; I do not think they are particularly good at that. Where we had support was another sort of highest levels, so we had support from the Mayor as at that time. He was Ian Stewart, from a couple of his deputiies who is the current Mayor, Paul. Within the council at an operational level, there are lots of people who still don't understand what social enterprise is and what support they might provide for social enterprises…the council's running this has been quite minimal actually, and that is in some respects is very intentional. We take the business team, for example, they should be in our view at least working to think about what they might provide for social enterprises in the next few years. I think there's a stat, constantly doing the rounds at the moment that something like thirty-seven per cent of new business start-ups is social enterprises, which is quiet, it's a pretty healthy figure. They should be looking at what they are going to be doing to understand social enterprises and what support they provide for them, but nothing is happening. We do not have the time to speak with them and help them to do that. So rather than attempted engage with them, we kept them at my arm's length, and I guess that is what we have done. **(S4SECbn)**

Keeping the city council at arm's length may not be an ideal situation for engaging the support that the social enterprises need from the city council. However, the social enterprises have become frustrated with the limited response received when attempting to speak to the city council. These social enterprises are passionate about what they are doing for the city. However, it seems the city council is not aware of the views expressed and therefore does not recognize the negative impact the lack of communication and support are having on the social enterprises. Although the social enterprises are not mandated to make the city council understand and appreciate what they are doing, they need to sustain regular meetings and talks with the business team within the city council. Sustainability is very crucial for the social value they are creating within the city, and as such the support from the city council is paramount for

the long-term. They need to build that relationship to consistently benefit their beneficiaries. On the other hand, surprisingly, some individual social enterprises are satisfied regarding the lack of support from the city council. This lack of support from the city council is satisfying because they do not want the city council's template of social value created for the city. They want to create their own model of social value independently of the city council. Further, these individual social enterprises are of the opinion that the city council is limited and cannot create social value for the city single-handedly. They seem satisfied with the city council's lack of involvement except for ceremonial engagements. Therefore, the practicability of this approach may be questionable, as raised by respondent S8SESsi:

> *I think one of the things which actually helped us over the last ten years was that part of the council didn't try to support social enterprise in any interventionist way. I've seen other places where councils have tried to develop social enterprise strategies and forums, and I think because the Council in Salford did not do that in a way, that meant that we had the space to get on with ourselves. So, we did not end up with statutory sector approach to this. We had to get on with that, and we have created our own thing which in a way I think is quite good. I would not say they have not been supportive, but they are not the one driving it at all. So, in one sense, it will be quite useful if they kept doing that. I think the main thing happening to local authorities now and the large cuts in funding they're going through, the most useful thing the council could do is facilitating relationships.*

This interviewee identifies that social enterprises in Salford want support from the city council, but it is not available. The support from the city council is described as interventionist. This interventionist support implies that it is very strategic for the creation of sustainable social value within the city. Due to the absence of this level of support, the social entrepreneur ended up describing the city council support as a statutory approach. This makes him feel good due to non-availability of the local council support. However, if the support was available, it will facilitate sustainable social value creation within the city. It seems that Salford City Council is only interested in facilitating relationships with social enterprises. This relationship facilitation will invariably limit what the social enterprise can create within the city, because in most SEPs, the city councils are the most prominent financiers of most social enterprises. It is different in

Salford SEP because there is no mutual relationship between social enterprises and the city council, thus the financial support available is minimal. This situation will negatively impact the level and sustainability of social value that can be created.

This approach from Salford City Council can be challenging for the social enterprises within the city because their city council do not involve themselves in any foundational planning. Therefore, while endorsement is what the council gives, enthusiasm will be lacking from the city council to assist in securing the delivery of any expected goal as it relates to the SEP. Such a situation will result in a breakdown of communication and will subsequently frustrate any potential element of trust between the stakeholders. Two of the respondents from social enterprises in Salford express their level of frustration as a result of the local city council's lack of support. Respondent S4SECbn commented that:

> *What we tried to do was listen to some of their ideas, what was their vision for the future and how might that fit into our activity but actually I think within the council particular at operational level, there are lots of people who still don't understand what social enterprise is and what support they might provide for social enterprises. So the council's I think that you mention the council quite a lot here and I'm not sure what the reason behind those but the council's running this has been quite minimal actually and that's in some respects is very intentional because if we take the business team for example, they should be in our view at least working to think what they might provide for social enterprises in the next few years.*

The Salford social enterprises listen to the local city council and try to align their goals with theirs, the local city council has not created an appropriate platform to streamline and harmonize their own goals with those of the social enterprises. Therefore, there will be a gap in between both actors (local council and social enterprise) goals. Furthermore, there is an expression of frustration from the social enterprise as reflected by respondent S4SECbn because both the Salford social enterprises and the local city council are not working together on a similar agenda in the creation of social value within the city. Supposedly, over time, there appears to be evidence that social enterprises have been trying to adjust their goals to align

with the goals of the local city council which the local city council may not be aware of because of the lack of partnership working. From the outset, there should be involvement and a clear understanding between all SEP stakeholders. A clear understanding will facilitate effective communication between the stakeholders to identify internal and external goals (Cramton, 2001; Kotha et al., 2013). It can be inferred that Salford SEP stakeholders have different understanding and perception as to what social value represesnts. This situation will lead to limited social value creation and negatively impact the development of the SEP scheme agenda for the city.

Respondent S10GovtLC also emphasizes that Salford City Council's non-financial support for social enterprises within the city is due to budget cuts. His comment below reflects this:

> *At the moment we've got huge pressures in adult social care, so looking after our elderly population or our aging population in the city, and we've also got huge pressures at the moment within children's services because of growing poverty, growing inequality playing out within communities creating more demand of the public services, and we have statutory duties there to respond to those pressures. So, from a resourcing point of view, a lot more of our money now is spent trying to tackle those two issues within the City and less is put into, if you like, trying to encourage more social enterprises. The social enterprise sector is absolutely critical but…it's about trying to strike a balance. However, I would argue in the short term, unfortunately, we have to respond to these budget pressures because legally we are required to do so. It doesn't mean that we can't work with organizations like the community involuntary sector in Salford, to try and encourage more social enterprises within the city, but it is a real challenge to be perfectly honest with you in the current climate, to effectively, in my opinion, resource a strategic approach to how we encourage more social enterprises within the City. Because ultimately what we want to do* **is create sort of a practice for social enterprises which doesn't totally require the local authority to fund and finance that**.

Compared to what is obtainable in Salford SEP, Plymouth City Council is very supportive of the social enterprise sector, as evidenced by respondent P8SESse:

> *The level of support for the network from the council has been for good actually…A significant amount of capital investment was ring-fenced by the council for social enterprises and launched the ground for a social enterprise investment fund…there's a political change in the last year or so as well, so previously 4-5years there was co-operative Labour council and particularly the cabinet minister for the community has been very supportive of social enterprise. He would've come to speak of any of our*

events; he was very engaged and was active in ensuring that social enterprise was on the city council agenda. The offices are still very supportive because the relationships are there.

Over the last few years, the Plymouth SEP has experienced changes in city council and each successive city council has supported the social enterprise network within the city in their creation of social value. Each city council has come to terms with the evidence that social enterprises are contributing to remarkable changes and development to the city. As such, Plymouth is gradually approaching the phase where the social enterprise sector is recognized as critical for the economic stability for growth. This is one of the primary reasons for the critical support available from Plymouth City Council to the social enterprises within the city. As part of the dimensional level of support, Plymouth City Council created a positive environment for its social enterprise because they have recognized that the city's economic strategy relies on this sector. The failure of the capitalist system has resulted in several cities falling into poverty and austerity, including Plymouth. The negative impact of poverty and austerity on their economy has necessitated that the city council appreciate the immeasurable benefits social value stands to contribute. The voluntary sector and enterprise sector are recognised as the growth sector. This awareness has made the city council put in place appropriate support for social enterprises to strive in the city. These initiatives include a mixture of practical help and policy framework as noted by respondent P1GovtLC:

> *as a council, we created a positive environment in which social enterprises could grow and develop and be supported and having done that we added social enterprises into our economic strategy as a growth sector. So, it's a mixture of practical help and the policy framework…*

This practical help includes policy enactment, a website for social enterprises, and a social enterprise fund. Plymouth City Council has put in place all these levels of support amidst its funding constraints and budget cuts. Recognizing and appreciating the importance of social value creation and the contribution from the social enterprise sector can be identified as part of the prominent determinants of why the city council offers this level of support to a growth

sector. Also, it has been recognised that city councils' social value perceptions support the value placed on the social value to be created but also to the personal preference of the leading political appointees. This personal preference could have either an indirect positive or negative impact on the city's economic strategy as noted by respondent P1GovtLC, a city council representative:

> *I have been working with the economic development team. We now have a senior economic advisor with a specialist in social enterprise and that sort of work assuming how we as a council support social enterprise sectors here in Plymouth. We have done that both in kind ways and also indirect investment and loans.*

It can be inferred that the level of support available determines the nature of the relationship between the city council and the social enterprise sector. The nature of the relationship between Plymouth City Council and the social enterprise sector has been described as progressive because it generates a win-win situation for both parties. This is mainly the result of the high level of support provided by the city council. Respondent P1GovtLC, a Plymouth City Council representative also affirms this stating that:

> *some social enterprises have been able to enjoy either short-term or long-term rent-free use of council premises or we have arrangements whereby they have a remote rent-free use of commercial purposes before having to pay rent. So that being quite important some social enterprises have had community access transfers with up to 35 years rent free of properties which the council owns in order for them to achieve their purposes and those premises can come back here to use in ways that the local community can benefit from, so it's a sort of win, win; now, they say that process can save the council money. In some cases, even more than one social enterprise goes from rent-free to paying their rental on the premises that would link to their profitability but also improve community facilities, especially in sports and cultural arenas.*

As a result of this progressive (win-win) relationship, Plymouth City Council is recognized as an active partner in the creation of sustainable social value within the city. It can be inferred that the level of support also determines the nature of the relationship and results in an active or inactive partnership. Within Plymouth SEP, the existence of the practical support from the city council towards the social enterprise sector has resulted in a progressive relationship which

is promoting the existence of a mutual partnership between the social value creation stakeholders, according to respondent P13GovtLC, a representative of the Plymouth City Council:

> *We have been, very **progressive in our relationship** with the Social Enterprises Sector. The Social Enterprises Sector and the city appreciates it. **We are much more active partners now** as opposed to service deliveries and service commissioners. And as a result, we're finding our social enterprises have much more freedom to do what they want to do, much more success in getting other types of funding, not just Council funding.*

Whilst Plymouth City Council is often described as a partner by the interviewees, this is not the case in Salford, as there is little or no practical support from Salford City Council. This is confirmed by respondent S8SESsi, from one of the social enterprises recognizing Salford City Council as non-partner:

> ***I am not sure I will describe it as a partner*** *because they are not against us, and they use the logo sometimes. The Mayor came when we had the last visit from SEUK, and that was great.*

Given the success of the progressive sustainable collaboration model of Plymouth SEP, it can be reasonably expected that the situation in Salford SEP will negatively impact upon the level of social value creation for residents within the city. An active collaboration from the city council inevitably helps create social value on a larger scale. Following the understanding of the support level from the local city council in creating sustainable social value with SEPs, it is worth mentioning the role of the national government. Amidst the several social enterprises and other SEP stakeholders, support from the national government will help bridge the gap in social value misconception, which will help facilitate further clarity in understanding the social value to be created.

Financial support therefore an essential element that defines social enterprise's relationship with the local city council (Korosec et al., 2006). Whilst Plymouth City Council recognises the fact their financial support contributes immensely to the success of social enterprises, Salford

City Council does not seem to appreciate this position. However, both local councils call for social enterprise to be entrepreneurial. Respondent P1GovtLC calls on social enterprises to take more risks and be more entrepreneurial. They need to recognise that they cannot sustain their relationship by relying on local city council for funding. Likewise, the support from the local city council will be worthwhile where social enterprises can redesign their products and service for inclusive public patronage. The comment of a Plymouth case study respondent, P1GovtLC, supports this call to social enterprises to engage in more entrepreneurial risk adventures and trade:

> *Well, I think one of the things they got to do is start being more entrepreneurial; less risk reverse and start thinking more about how they trade for their income and not rely on public sector for their income. Loads of social enterprises are relying quite a lot on grant and becoming quite dependent on the public sector buying to service their selling.*

The level of support social enterprises expect from the local city council is not limited to financial but should include ceremonial (political), business growth, advisory, and networking support. The level of support available will most likely impact the mutuality of the relationship between the local city council and social enterprise. The local city council is recognized as a partner in the creation and delivery of social value within the city of Plymouth. There does exist a harmonized working relationship between stakeholders in Plymouth, whereby social value goals are shared and aligned. The aligned goals are premised on sustained communication which then which assists the building of collaboration for sustainable development across the SEP.

Across Salford SEP and Plymouth SEP, both social enterprises and the local council are currently pleading for national government support regarding the social value and Social Value Act as most of the social enterprises claim they are finding it difficult to interpret the act. Likewise, as there is no clarity on the statutory duties of the local council and national

government, all city councils within the SEPs are each applying their own personal interpretations of the act, which does not provide a platform for uniformity in delivery.

The local city councils claim they are close to the social enterprise. However, they claim they find it difficult to support them because the national government has failed to provide matched funds. As such, there are local councils under pressure and are forced to consider support to social enterprises as non-statutory. Therefore, some local councils have not been able to provide financial support to social enterprises, as described by a council representative respondent from the Salford case study S10GovtLC:

> *[It] creates significant pressures for the local authorities in terms of where we have resource and at the moment, developing social enterprises in the City is what would be considered a non-statutory function of the local authority, therefore, legally, we get no money from the national government and we're not legally required to do anything to actually promote social enterprises in the City as a local authority despite us having the Social Value Act nationally. So, there's clearly a bit of a disjuncture in terms of how local authorities are financed and funded, what their statutory duties are, and what government's doing nationally with the legislative process around social value and social enterprises.*

It is strongly believed that the national government possesses legislative powers which not only enact laws but can also convey the general public's understanding regarding the practicability of social value. Beyond the legislative power held by the national government in making all social enterprises more accountable for the social value they create, national government is also expected to create a level playing ground for social value to develop over time. This will not be possible without adequate support from national government. It has been claimed that the lack of statutory accountability from social enterprise contributes to under-performance. These under-performances will be minimized if national government can help put in place some statutory expectations for social enterprises. While the statutory expectation is put in place, this should be complemented by adequate publicity and awareness by the central government. These measures will promote more social innovations within the social enterprise sector. Therefore, national government is the key player that most of the stakeholders within

the sector rely on to implement these changes. When the changes are muscled down right from the top, it trickles down with much more impact, both for the social enterprise sector and its beneficiaries, as noted by respondent S9SENNO, a social entrepreneur:

> *there are some key actions that can be taken by government and that is they have the power to be able to make legislative change that would make it necessary for organizations across any sector to be accountable for the social value that they are creating and that is a key role of government to use that legislative power to lead the way we want our society to act. And one of the things that maybe you can do is change what we are accountable to account for. I suppose one of the things that they would...play a key role in this is being able to lead this conversation as well. Politicians and government officials have a wide reach and open platforms to be able to bring important issues to the table and into public debate and in that, garnering public interest in today's issues, and if they did that - I mean, you can always say that there have been things, through the implementation of the Social Value Act, if there is a continued engagement and if discussions continue then they may have the ability to enact change in that way.*

An important dimension identified by the social enterprises is the extension of accountability to all organizations regarding social value. The mechanism expected from the national government should have a wider range of stakeholder accountability. This is basically because many organizations, not just social enterprises, are actively involved in creating social value, and they should be accountable. Accountability brings changes, and these changes should be enacted in the Social Value Act. This wealth of knowledge and experience readily available should be adequately consulted as valuable inputs in any review of the Social Value Act. The Social Value Act 2012 may not be perfect at enactment due to a lack of supportive data and information. However, there are adequate resources now (see P1GovtLC's response below). As such, interviewees feel that the national government should exploit available databases and publish a new Social Value Act that is easily understandable and implementable by not only the social enterprise sector but also other sectors interested and willing to contribute to the development of their organization in local communities. This is what two respondents have to say in this regard:

It's two things, and one is you got to make sure that for us the Social Enterprises are invited to the top table for decision-making. To be there on the outset of service design and service delivery, and not just be a deliverer of those services but rather be a strategic thinker that helps us to design those services. That's certainly something other than what it does in a minute. The second thing is continuing to be much better at promoting what a Social Enterprise is. I think people feel really confused when in fact it's quite simple. It's just an organization that doesn't give its profits to shareholders. I think people are really, really confused about what a Social Enterprise is. So, the one thing that all local authorities can do, and all the Social Enterprises can do, is to make that message much simpler about what they are set to achieve. **(P1GovtLC)**

I think it's hard to interpret in the first place…I think we need more case studies of what good social value actually is. It needs to be done through the various local authorities that are actually delivering it well. It would be really good to get a suite of ten case studies to shift through social value and it works and what it's worth. **(P1GovtLC)**

In other words, the social value dilemma should be a shared responsibility approach. All stakeholders, including the national government, need to join forces together in creating the social value they want to see. Even though the national government is responsible for the law and raising awareness regarding social enterprise, other stakeholders have to engage effectively in their respective responsibilities for social value creation. No single stakeholder can create sustainable social value all by themselves; collective effort is crucial. Respondent P3SELl, from a social enterprise in Plymouth, felt that where all stakeholders have a clear understanding of these dynamics, desired change will be created:

It is a shared responsibility with the Council, with the Voluntary Community Sector, with the Social Enterprises, with the business community, with the individual neighbourhood communities. It should be a shared responsibility that enables cities to thrive. And if we continuously keep thinking the Councils have got the answers, we are going to be regularly let down and nothing will change.

This clearly shows that shared responsibility creates community and builds sustainable social value. Where stakeholders embrace their respective responsibilities in the chain of events, the community and economy become a better place to live and survive. This theme is aligned with

the third objective of the study which was to investigate and evaluate the responsibilities of each of the stakeholders in creating social value through the SEP scheme.

Having discussed these findings, it must be emphasized that the level of support across the two selected case study SEPs researched in this study differs. While Plymouth SEP benefits from a higher level of support from the local city council, social enterprises in Salford SEP are not experiencing an acknowledgeable level of support with the exception of ceremonial support, which can also be described as political support. The next sub-section will discuss the next theme relating to social enterprise, elaborating on how the level of commitment from the local city council impacts on the nature of the partnership or collaboration that emerges within the SEP in securing the creation of sustainable social value.

5.7 Theme 4: SEUK and Social Enterprises: Collaboration, Promotion, and Reporting

Social Enterprises are strategic stakeholders within SEPs that interact with other forms of social businesses regularly. They join forces with social enterprises in creating and sustaining the social value within SEP. They include Social Enterprise UK (SEUK), social enterprises, and other voluntary organizations (see Chapter 3, section 3.2 p. 74). The next subsection presents the findings on partnership and collaboration with the focus of the ability of partnership and collaboration to generate social value creation and sustainability.

5.7.1 Sub-Theme: Partnership and Collaboration

Partnership and collaboration within SEPs and social value creation were some of the key highlights of the study findings. It was also acknowledged that the current economy is too big for a small set of businesses or enterprises to create expected changes. Collaboration between local city council and social enterprises will not only create a sustainable platform but also create a remarkable change in people's lives. Appreciating the importance of partnership and specialisation to complement effective delivery of more value for an economy was what P3SELl, one of the social entrepreneurs, highlighted:

> *...largely because we cannot do it all.   So, a sensible Social Enterprise will recognise the gifts that they have got and their specialisms. Then they will seek others to work with them who can complement those gifts. We recognise what we are good at, and we recognise the areas that we need support in. And then we work in partnership with other organizations to see if that happens, for the benefit of the people.*

Respondent P3SELl therefore advocates that our current economy has outgrown an economical capacity of an individual enterprise. Our economic challenges generally need an effective solution which is adequately managed by two more organizations working together. Based on the reflections and expressions from many social enterprises when asked questions centring on partnership and collaboration, they feel that a partnership is only applicable for organizations that lack essential expertise in certain areas. They often do not recognize the necessity for partnership and collaboration. As quoted by respondent P3SELl, each enterprise must identify their gifts and specialisms. Based on this recognition, and finding and working with organizations, this specialism is where a potential collaboration emerges. More importantly, project funders like Salford Clinical Commissioning Group (SCCG) have argued that they are more interested in putting more funding into projects that are collaboration-oriented, reflected in the terms joint working, cooperate and *collaborate* in the presentation slide '*Going the extra mile*' seen in the photo of a slide during a presentation in Figure 36, with an emphasis on 'joint working' during a meeting of Salford Clinical Commissioning Group (SCCG) held on 5th July 2018.
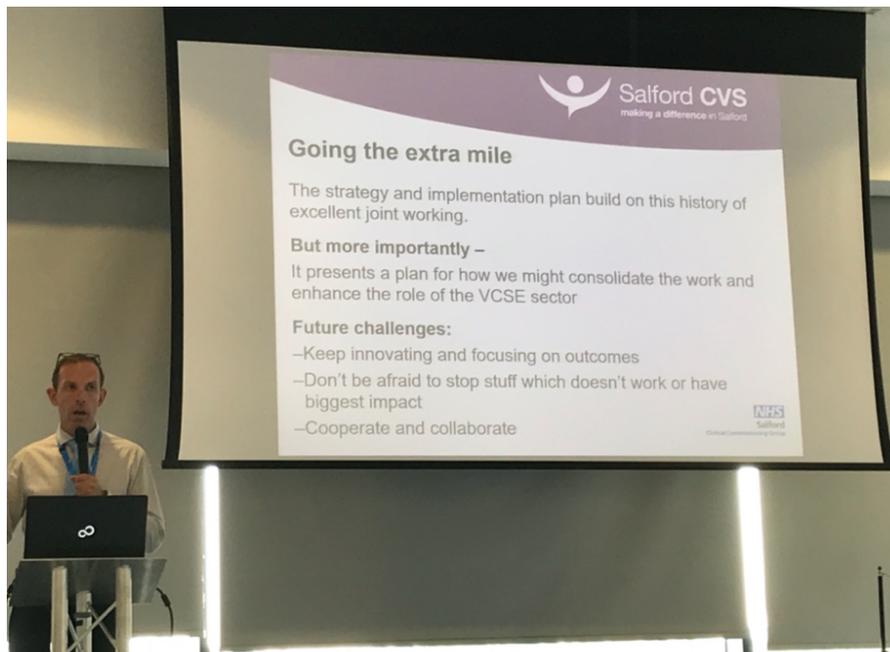
Figure 36: Salford Clinical Commissioning Group (SCCG) Emphasis on Collaboration: meeting held 5th July 2018

Besides, the SCCG representative mentioned

> *… that most social enterprises are delivering similar services. As opposed to delivering these essential services individually, a collective approach as partners will deliver more value to the beneficiary and minimise waste of resources* (Fieldnote from Salford CVS conference held 5th July 2018).

However, social enterprises do not think they are duplicating efforts because most of them do not want to work with each other. Most social enterprises are sceptical towards the partnership or collaboration ideology because of some bad experiences and lack of appropriate skills. It is claimed that some social enterprises that are springing up are not genuinely providing the contracted services but are exploiting the pot of funds available. The ingenuity of some fake social enterprise makes it more of a challenge for those genuine social enterprises to engage in collaborative working. Notwithstanding, genuine social enterprises must actively locate each other and work together to fight the raging war of austerity.

Furthermore, it has been identified by the local city council that the unmatchable spread of austerity is addressable through the collaborations of social enterprises (see respondents S10GovtLC and P1GovtLC below). The austerity pandemic has outgrown what neither a single social enterprise nor the local city council and the voluntary sector can address independently. There is an urgent call for a joint-effort approach in addressing this economic issue within certain rural and urban parts of the country. Most SEPs are adversely affected by this economic crisis, and social enterprises are identified as a successful business model which can help address this austerity (see respondent S10GovtLC quote below). City council representatives from Plymouth and Salford have made reference to this critical position and the potential contribution of social enterprises as follows:

> *we have proven this to be a **successful business model** and for the results of the council's investments being positive for the city…* **(P1GovtLC***)*

> *one of the things I've been clear on is economic growth is really critical to the future success of the City of Salford, and if we are to, if you like, in the medium to long-term, escape austerity local city council cuts. We need to continue to grow our economy and create opportunities for people. **The social enterprise sector is absolutely critical to that***.* **(S10GovtLC)**

The recognition of the social enterprise as a successful and critical model affirms its economic transformation possibilities. Premised on this, social enterprises possess the explorable platform to optimize collaboration channels to create and deliver social value. This creation should involve a collaboration between social enterprises and the local city council. More importantly, the social value created will be effectively promoted where institutional collaboration exists, which will be a long-term benefit not only for the organizations involved but also for community development (see respondent S10GovtLC quote above). Stakeholder collaboration within SEPs is indispensable, as it contributes to economic stability and sustainability. For example, respondent S8SESse, a SME, argued that:

When we collaborate with larger social enterprises, essentially, our pitch to them is that we will do your innovation while they do the mainstream delivery. Generally, there aren't any other organizations trying to offer that sort of thing. **(S8SESse)**

5.7.2 Sub-Theme: Reporting

This sub-section focuses on reporting. The thematic analysis reveals that the majority of the social enterprises fail to accord the same equal importance to their financial value sustainability as well as their social value sustainability. Bridging these lapses will help align the thought process of social enterprises. It could be a tough decision demarcating between financial and social goals. Social enterprises need to clearly state their social aims and objective from inception. Where there is no sustainable clarity, social enterprises will tend to struggle as they develop. The quote from respondent S9SENNO below confirms this:

> *Social value is fundamentally important for social enterprises because of the focus of the social enterprise itself. A social enterprise needs to engage with and understand what its social value is, to an equal measure as it understands its financial value. To be able to do that, then that organizations needs to be engaging with, and accounting for its value right from the get-go, in the same way as it would be accounting for and budgeting for the financial value that it would be creating right from the beginning. Success of that organizations is equally based on its financial sustainability as its social value sustainability.* **(S9SENNO)**

In minimizing these crises for social enterprises, there is need to enact a structural approach which the social enterprises need to adopt in drafting and documenting their social impact reports. Such a report will help social enterprises to clearly measure the extent of their financial goals' accomplishment and likewise their achievement of social goals. This will most likely minimize the mix up most social enterprises are experiencing regarding the distinction between their financial and social goals (see the quote from respondent S9SENNO above).

To date, there is no standardized mechanism for reporting social enterprises' social impact. This is currently contributing to their lack of attention to the financial value aspect of their enterprise (see the quote from respondent S11GovtLC below). Institutionalization and enforcing a standard approach for social enterprise does not constitute an additional burden but

it will equip them with the necessity of appreciating their contribution to society, validated with verifiable figures for their performance.

Many institutions with supervisory responsibilities such as the Social Audit Network and the Social Enterprise Mark CIC need to recognize with urgency the establishment of a reporting framework for the social enterprise sector. In addition, this reporting framework will clarify the misconception attributable to social value as a concept. Respondent S11GovtLC, from one of the social enterprises, attests to the claim that social value as a concept is subjective and it is subject to multiple misinterpretations by stating:

> *I think you can have a sort of framework type of approach. It is basically a logic model - you follow a series of questions, key lines of inquiry and you think about it in a structured way, and it's just telling a structured story really. But that means that you can do it on...I know organizations with no staff and just run by volunteers that can do it, as opposed to social enterprises with millions of pounds of turnover. So, an organization that has been doing that for years is Trade Craft. Trade Craft has been doing social accounts and audits for 20 years - they were one of the original people who were doing it. So, yeah, I think it is possible. However, it needs to be a framework ... and the fundamental reason is, unlike financial accounting where you measure all in pounds, there is no one way, not one unit of social value or social impact. So, you've got to structure it rather than prescribe it.* **(S11GovtLC)**

Based on the remark above, what most social enterprises need is policy guidelines to identify and confirm what to report. It is so unfortunate that most social enterprises have not been required to record the evidence of the results of their social impact and because it is not a statutory requirement, they put little or no effort into completing such a report for this purpose. Either qualitatively or quantitatively, all social enterprises must be able to justify the social value they are creating (see the quote from respondent S12GovtLC below). The delivery of such a social value creation report should be through substantial, verifiable records. These records will be useful in tracking performances and progress over time. Demonstrating and identifying social value creation through documentary evidence by the social enterprise was highlighted by respondent S12GovtLC, an experienced SME:

it's really important to demonstrate the social value particularly the social organizations, whether they do that by qualitative stuff like stories, case studies, photographs, distance travelled, or whether they do that by numbers, quantitatively, so you know, there's a whole thing...social value can be measured in different ways, and shouldn't always be measured, but at least be recognised - social organizations should have to be able to say what difference they're making. **(S12GovtLC)**

From the findings above, it shows that a structured reporting framework will likely contribute to the sustainability of social enterprises and provide a reasonable guide for reporting on both financial and social value creation.

In light of these findings, it can be argued that accountability and reporting from an organizational perspective provide a platform for the general public to hold them responsible. Within the private sector, there are several reporting standards and reporting guidelines, however the voluntary sector, like the social enterprises, do not have regulated reporting standards and frameworks. This does not necessarily portray them as irresponsible organizations. However, having a regulated framework and standard reporting guidelines will enhance social enterprise accountability and responsibility. Reporting does not restrict social innovation but gives the general public an in-depth insight regarding the overall contribution from social enterprises. In addition, it will potentially enhance the logical approach that the social enterprise will adopt for optimal delivery of the social goals and objectives.

In addition, respondent (S12GovtLC) commented that it is high time social enterprises demonstrated the social value they are contributing to the society and the economy at large. If social enterprises are to create social value, they |must be willing to demonstrate qualitatively what they are creating. It does not need to be a complex process of reporting. However, it needs to be logical and systematic for consistency. Qualitative reporting avails social enterprises with different options which range from stories to case studies and photos. Fundamentally, whichever approach social enterprises intend to adopt, it must be measurable and comparable to establish progress over time. Making a difference within society and the economy needs

consistency of demonstration and evaluation to provide benchmarks of social value creation by social enterprises and establish clear reporting guidelines to be adopted from the planning stages for each reporting cycle. This will provide a framework which establishes the social value to be created. Using the established framework, an extensive understanding of the social value concept will be shared across the organization and most likely extended to other stakeholders. Social enterprises need a structured reporting framework, which will most likely enhance the understanding of social value and provide a sustainable measure of social value created both within SEPs and the economy at large. Social value reporting will be immensely valuable where an appreciable understanding of financial value and social value is established. The next sub-section discusses the impact of equality of financial value and social value in creating sustainable social value.

5.8 Theme 5: Social Enterprises, Social Value Creation, and Sustainability: Equality of Financial and Social Value Sustainability and Perception of Social Value

This section relates to social enterprises and their equality of financial and social value sustainability, as well as an understanding of social value perceptions and its importance.

5.8.1 Sub-Theme: Financial Sustainability and Social Value Sustainability

The data reveals clearly the secondary role of social value sustainability at the expense of financial sustainability. Many social enterprises find it difficult to balance their financial focus alongside their social value offerings. It is therefore little wonder that many social enterprises struggle with their social impact reporting. Most social enterprises acknowledge the social impact of their services and activities. However, there is no report produced to back up these claims. Some enterprises are not even interested in measuring the social impact of their services due to a lack of expertise. Also, due to the non-statutory requirement for the social impact report, their financial reports are not given any importance. They carry out their activities with the consciousness that they are not obligated to file any reports like the private sector. Due to

this little attention, most social enterprises are drowning in the delivery of their social value to their beneficiaries, and no attention is given to the financial value of their enterprises. Irrespective of the severe importance of the social value delivery, an enterprise's finance value should not be neglected. Social value and financial value should be given an equal degree of importance. Respondent S9SENNO, from a social enterprise, affirms this view in that sustainability of social value delivery or creation will be achievable where financial sustainability is guaranteed:

> *Social value is fundamentally important for social enterprises because of the focus of the social enterprise itself. A social enterprise needs to engage with and understand what its social value is, to an equal measure as it understands its financial value. The success of that organization is equally based on its financial sustainability as its social value sustainability.* **(S9SENNO)**

From another perspective on financial sustainability, respondent P1GovtLC reveals that most social enterprises rely on local city council contracts or the commissioning group without trading services to the general public. Findings show that most social enterprises have the local city council and commissioning group as their only client while the general public are the beneficiaries of their services. Some other social enterprises depend on grants or funding pots for their financial sustainability. This income-generating model is not sustainable. Some representatives within the local city council are calling on social enterprises to diversify their source of income. They should not rely heavily on local city council for funding. They need to learn how to package their products and services in a markable way which the general public can buy. However, many social enterprises do not trade for income or have products for sale to the general public. They are mainly public sector funding dependent and less risk-averse. Social enterprises need to be more innovative and entrepreneurially-oriented (see the quote from respondent P1GovtLC below). Social enterprises need to develop products and services that the general public can buy directly. This non-public trading attitude of the social enterprise is attributable to the fact that little attention is given to the financial value aspects of their

business. In contrast, they concentrate more on their social value delivery as described by respondent P1GovtLC, a local council representative:

> *Well, I think one of the things they got to do is start being more entrepreneurial; less risk-averse and start thinking more about how they trade for their income and not rely on the public sector for their income. Loads of social enterprises are relying quite a lot of grant and becoming entirely dependent on the public sector buying to service their selling* **(P1GovtLC)**

Social enterprises are businesses like other private business. The only difference attributable to them is the social aims. In as much as the business element is an appreciable element of social enterprises, they need to engage more with the general public by providing marketable and tradable products and services for income generation. Sustainability of the social value they intend to continue to create will not be achievable in the long-run where this important element is missing. As such, social enterprises should diversify their income generation mechanism for the ultimate purpose of creating sustainable social value.

These findings show that while some social enterprises effectively engage with the enterprising aspect of their enterprise, some of them are less risk-adverse. They believe making additional income from their services of social innovations is another form of exploitation that the capitalist system engages in. Thus, social enterprises consider it inappropriate to engage and actively become financially sustainable through pricing their services or requesting their beneficiaries to pay for such services. They place keen interest in rendering their service whilst the local council in most instances pay for the services on behalf of the beneficiary. Whilst creation and delivering of social value is critical, social enterprises must actively engage a balance between the social value and its financial value. Where either of the values is lacking or inadequate, the sustainability of the social value to be created tends to diminish. This is because social enterprises had to generate income from trading and not place much emphasis on relying on local council funding in all instances. Respondent P1GovtLC stresses this line of argument by advocating that social enterprises need to be more entrepreneurial. In addition,

social enterprises need to recognize that the private sector stands to be a critical competitor within the social enterprise space. The creativity emerging from the private sector needs to match with social innovation from social enterprise and traded for income. When trading income is regular and sustainable for social enterprises, they will tend rely on the public sector or local council to buy their products. This will guarantee their financial value sustainability and likewise the social value sustainability.

Furthermore, the importance of social enterprise success is stressed. Emphasis was placed on the equality of social value and financial value and the success of social enterprise's creation of social value. However, social enterprise success is secured in ensuring neither social value nor financial value of the enterprise is neglected. Whilst the equality of social value and financial value is secured, the social enterprise's success is guaranteed. The social enterprise's success invariably translates into sustainable social value creation. Social enterprises must consciously ensure there are adequate mechanisms put in place which check the equality of both values on a constant basis. These equality values secure the success of social enterprises and invariable ensure sustainable social value is created. Thus, neither of the values should be prioritized at the expense of the other. Equality checks should be conducted regularly.

Next, findings of stakeholders' perception of social value will be highlighted and discussed.

5.8.2 Sub-Theme: Perception of Social Value

Social value advocates contextual benefit for communal development and people's experiences. Institutionalization of social value across diverse sectors possess a formidable premise for sustainable communal development and people's changing experiences. However, embedding social value has been subtly misinterpreted by different stakeholders due to its non-standard definition in the Social Value Act (2012) as evidenced by respondent S9SENNO, a social enterprise:

Social value should be embedded into organizations' processes, and their policy and their strategy. It is a part of a cultural change. There needs to be a wider engagement with the organization itself, so actually looking organization change or cultural change within that organization to understand what social value is, and what the social value of the organization is, and why that's important, and it's important because it's making an impact and changing people's lives. I also think it's hugely important in terms of actual organization change and cultural change. **(S9SENNO)**

Respondent S9SENNO seeks to encourage all organizations across all sectors to incorporate social value as a core principle in their operational activities. One of the social enterprise respondents, S11SESSE, agrees:

Every organization, whether they are private sector or public sector should demonstrate the social value. **(S11SESSE)**

Social value has been identified as a benefit that adds to an organization but also the wider society. Our economy is a system and each sub-system's activity or activities impact either positively or negatively on other sub-systems. With this understanding in mind, all organizations should continually evaluate their value creation or destruction of social value creation in the broader society. When all organizations stand to appreciate the social value creativity of their activities within society, the more beneficial it becomes for the collective economy. Respondent P4SESEao points out the fact that the nature of thinking that must be carried out by all organizations is social value thinking:

social value I think would be anything that adds value to broader society and communities in which business operate. **(P4SESEao)**

When all organizations start thinking of contributing social value within the society and community that they operate in, its demonstration and evaluation will not be underestimated. Furthermore, irrespective of the Social Value Act limitations, adoption of a social value approach by all organizations provides the quantification of positive change in people's lives which impacts on their total well-being. Across several interviewees' quotes below, it shows

that the social value gives added value, and it should be institutionalised across all sectors for more people's experiences. Respondent S9SENNO's comment reflects:

> *Social value is the quantification of the relative importance that people place on the changes they experience in their lives. That is really core to what we do and what we advocate for. It's our understanding of where the value is - where the social value is, it lies in the experience of change for the people who are experiencing that change.* **(S9SENNO)**

The time is now for social value to be institutionalized across all sectors to enhance the right perception of social value. We need to end austerity and save our societies. Social value should not just be acknowledged by all SEP stakeholders and organizations but should be demonstrated. It will be appropriate if political and non-political institutions support social value as an objective are accountable for providing evidence of social value implementation. It needs to be embedded and institutionalized into all organizational processes and operational activities in order to achieve the mutual benefits for our societies and communities. Social value institutionalization will develop the appropriate perception across all sectors and indirectly contribute to the social value creation.

From my notes of the direct observations recorded during attendance at the monthly meetings at Salford SEP and Plymouth SEP, I noticed there are differences in the perceptions across these two case studies. Whilst Plymouth City Council attends the monthly meeting of social enterprises in Plymouth, Salford City Council does not. In addition, Plymouth social enterprises have registered their gatherings as a recognized legal entity known as Community Interest Company (CIC) while social enterprises in Salford have not taken such an initiative. It can be inferred that there is harmonized understanding between the stakeholders (social enterprises and local city council) in Plymouth relative to what is obtainable in Salford. The approach taken by each of the stakeholders in Salford can be described as an independent approach to social value creation. This may be result of the lack of shared vision, importance, and understanding of social value creation. Relative to Plymouth SEP, there is a shared and

demonstrated understanding of social value creation. This aligns with what is currently happening within the city which is experiencing resource complementarities (Rangan et al., 2006). Where there is regular deliberation, there will be established understanding which will impact on the perception of social value. This theme is aligned with the second objective of the study, which was to identify and evaluate each stakeholders' perception, attitudes, and understanding of social value creation within the context of the SEP.

Figure 37 below is of a Knowledge Share Plymouth and Cumbria Meeting held on 24th April 2018 in Salford and provides evidence that one of the social enterprises in Plymouth has visited Salford to share their success stories and that the modalities they adopt although these modalities are not transferable. This non-transferability of modalities will be attributable to the differences in social value perceptions held by SEP stakeholders. Where there is no harmonisation in perception, creation of sustainable social value with SEP tends to be minimal.

Figure 37: A Knowledge Share Plymouth and Cumbria Meeting held 24th April 2018

Premised on the aforementioned discussion, there are calls for all organisations (private, public, and voluntary sectors) to start demonstrating the social value they are creating. In the process of thinking how to demonstrate an organizational social value, an approach will be developed

and invariably a further understanding of the social value concept will be developed. When all organizations across all sectors develop an appropriate and adequate understanding of social value, their respective perceptions of social value will be enhanced.

5.9   Chapter Summary

This chapter provides the findings from the interviews and observations held in both Salford and Plymouth. Across the several sub-sections, all emerging themes were reported with supporting quotes and observations from field notes. Fundamentally, the first theme (see Chapter 5, section 5.4 p. 154) centered on place and its institutionalization of co-operative alliance across SEPs. Subsequently, findings on the private sector's investment attraction to each SEP were illustrated (see Chapter 5, section 5.5 p. 159). Private sector actors appear to be more active within the SEP space via winning local council contracts through active commitment to delivery of social value. It then focused on the activities of SEP stakeholders' impact on social value creation (see Chapter 5, section 5.6 p. 166). This relates to political changes within the local city council and the level of commitment/support to social value. Within this sub-section, the differences in the political systems of Salford and Plymouth local city councils contribute to the potential social value to be created with the respective SEPs. The fourth theme included findings that focused on partnership, collaboration, reporting promotion and education (see Chapter 5, section 5.7 pp. 186-192). This sub-section shows how partnership and collaboration between the local city council and social enterprises create sustainable social value within SEP. It further highlights the different level of partnership that exist within Salford and Plymouth SEPs. Additionally, the section concluded with the importance of structured reporting and education within SEPs.

Finally, the last sub-section focused on findings which center on the equality of financial and social value (see Chapter 5, section 5.8 p. 193-199). In addition, the findings on social value perception were illustrated. More importantly, findings relating to social value perception

across Salford and Plymouth show some differences. These differences will be discussed further in the discussion chapter, especially how differences in social value impact upon social value creation and partnership formation for sustainability.

Chapter 6: Discussion

6.1 Introduction

This chapter provides an integrated discussion of the key findings of the qualitative study in light of the literature reviewed. The research aim was to explore critically collaborative partnerships between the local city council and social enterprise and their efforts to create social value within the context of SEPs. This study was guided by a number of research objectives, and the previous chapter presented findings from the qualitative research.

The first key finding is that social enterprises identify with the cooperative movement and they strongly align the similar passion to ensure that social enterprises become the norm within SEP. It was also discovered that the local city council desires a cooperative city. As such this clearly indicates there is the potential for the movement towards an institutional alliance promoting the actualization of shared stakeholder co-operative movement in practice within the SE Sector.

The second key finding provides new insights into the private sector involvement in the SE sector which stimulates private sector investment. There are clear signals of the beginning of healthy competition developing within SEPs as the private sector is actively bidding for and winning contracts. The attraction of private sector investment is a new and positive development indicator for a SEP, mostly recognised as operating in deprived areas, bringing developments to deprived communities through creation and delivery of social value.

The third key finding highlights the essential role of the city council's collaborative involvement as a stakeholder in SE social value creation. Plymouth City Council representatives attend meetings and share their views and discussions resulting in a high level of goal alignment within Plymouth SEP. Salford City Council, however, do not attend any of the monthly meetings and there is evidence that Salford SEP stakeholders do not have clearly agreed and aligned goals for the SEP. This key finding highlights the importance of goal

alignments between the social enterprise and local city council within SEPs, which significantly impacts on the level of support and commitment in stakeholders' relationship experiences. SEP social enterprise and the local city council should endeavour to develop clear established internal and external goals for continued delivery of expected relationship output and creation of sustainable social value as a goal.

The fourth key finding highlights the enlightening evidence clearly demonstrating the absolute importance of partnership and collaboration in the creation of sustainable social value in the SEP. There is a formidable collaboration between the social enterprises and local city council in Plymouth. There exists a contractual relationship involving collaboration in securing the creation of sustainable social value. Plymouth City Council's regular attendance at the Plymouth Social Enterprise Network (PSEN) CIC monthly meeting and also as a member of PSEN CIC's Board of Directors clearly demonstrates an understanding that the creation of social value cannot be delivered by either of the stakeholders single-handedly. Fundamentally, this shows the stakeholders' recognition and appreciation of the essence of mutual joint effort in a sustained collaborative partnership delivering social value within the city.

Finally, based on the last key instructive finding suggest most strongly that the perception of social value is essential for social value creation and sustainability. Therefore, it is critical that all stakeholders adopt a shared perception of social value as this clearly determines the level of creation the SEP experiences. Only when this shared perception is revealed and the approach adopted by all stakeholders in the SEP will social value be embedded into organizational processes, policies, and strategies, resulting in some positive changes and enhancing a wider understanding of social value.

6.2 Key Finding: Moving Towards an Institutional Alliance Promotion of an Actualisation of Co-operative Movement Practice in the SE Sector

From the first theme, it has been found that social enterprises identify with the cooperative movement and they strongly align the similar passion to ensure that social enterprises become the norm within SEP. Not only are social enterprises enthusiastic about the cooperative movement approach the SEP status stimulates via the role of a place, it was also discovered that the local city council desires a cooperative city. Where a cooperative city is the keen desire of the local city council and the social enterprise want a replay of the cooperative alliance movement, this implies there is a common ground for both the social enterprises and local city council to drive the actualization and institutionalization of the cooperative movement within the SEP to create sustainable social value.

Taking cue from Spreckley (2008) will assist further discussion of the findings presented in Sub-theme: Insititutional Alliance Promotion of Co-operative Movement Practice in SE Sector (see Chapter 5, section 5.4.1 p. 159). Spreckley (2008) recognises places like SEPs as a communal space for people's interaction. Likewise, Florek (2011) recognises place as a fundamental component of human activities. This implies that an SEP is defined by human activities. Hence, SEP defined as a geographical location will be more meaningful through the interpretation of ongoing human activities. These human activities can result from different forms of attachment alliance which is not limited to a cooperative movement within the geographical confines. The geographical confines for this research study are within the SEP space, and there are diverse human activities happening concurrently within the SEP space. One of the focal activities captured from the research data is the institutionalization of alliance for co-operative movement. Social value drives the central focal point of most social enterprises recognised within a defined place like an SEP. Hence, there is continuous interaction resulting in the institutionalization of alliance for a social movement with the sole aim of creating sustainable social value within the SEP.

Essentially, the notion of a co-operative movement is not a new phenomenon to SEPs. Social enterprises are mainly reflecting on how the co-operative movement mechanism can help alleviate poverty and deliver social value within the SEP space. Respondent S11GovtLC has spoken about the fact that the cooperative nature is in the DNA of residents where the co-operative movement mechanism had once managed the city. If this is correct then the practice needs to be resurrected, incorporated, sustained, and institutionalized within the SEPs. Institutionalization of the co-operative alliance further elaborates on the identification of place having been a fundamental component of human activities (Grieco et al., 2015). The findings support the argument that the cooperative activities within the SEP over 150 years ago are being resuscitated for institutionalisation within the alliance as evidenced by the vision of the local city council for a cooperative city and the vision of the social enterprises who want a replay of the co-operative alliance movement. The co-operative alliance movement provides a common ground for both the social enterprises and local city council to drive the actualisation and institutionalisation of the cooperative movement within the SEP for sustainable social value creation. This evidence reinforces the recognition of the sense of place as a fundamental component of human activities, and the critical role that place plays in the creation of social value creation.

6.3 Key Finding: Private Sector Involvement in the SE Sector Stimulates Private Sector Investment

The second theme includes key findings from this study of private sector involvement in the SE sector which stimulates private sector investment. In discussing this theme, the evidence clearly demonstrates that that there are signals showing the beginning of healthy competition developing within SEPs. The private sector is beginning to actively bid and win contracts (Mahoney et al., 2009). This is an indication of the attraction of private sector investment and a positive development indicator for an SEP mostly recognized as deprived. An active involvement of the private business sector possesses the potential to attract developments to

these deprived communities through the creation and delivery of social value. However, the private business sector needs to be closely monitored to prevent any exploitation within communities recognized as being deprived. In addition, there are indications that private companies to get more done on social value within SEP locations which is laudable for social sustainable.

SEPs are currently attracting the private sector who recognised the business potential of the SEP. Relocation of a telecommunication company within a SEP will create additional jobs and improve access to life-improving amenities for the local residents. More importantly the private company appears to be interested in contributing to social value and implies that the SEP status has not only attracted the private sector to the region, but also the potential to create additional social value for local residents. Essentially, it was discovered that all communications were conducted with the Local city council. This implies that the private company seeks opportunities for partnership with the local city council and to create sustainable social value within the SEP. Active involvement of private sector within SEP will complement the diverse contributions of the social enterprise within SEPs. Local citizens tend to benefit from the social innovations resulting from the collaboration of not only the social enterprises within the local city council but also from the private sector.

In summary, it can be inferred from the above discussion that the SEP status attracts private sector investment to SEPs. Also, this investment may increase their consciousness and willingness to actively participate and join the alliance to stimulate the creation of social value. In addition, it was discovered, that the SEP status not only attracts private companies but also social enterprises relocating to the SEP region. The reputation benefit of the SEP status directly stimulates the attraction of private sector investment to SEP.

6.4 Key Finding: City Council Involvement as a Stakeholder in SE Social Value Creation

However, from study findings the third theme it has been found that both the social enterprises and Salford City Council confirm there is little support available to social enterprises. Salford City Council wants social enterprises within the SEP to recognise them as an influencer as opposed to a partner. They want social enterprises to drive the delivery of social value creation within the city as opposed to being hands-on in the delivery. The level of goal alignment between social enterprise and local city council within SEPs impacts the level of support and commitment in stakeholders' relationship experiences (Sharfman et al., 1991). SEP's social enterprise and local city councils should endeavour to develop clear established internal and external goals for continued delivery of expected relationship outputs. In the case of SEPs, creation of sustainable social value as a goal. In addition, Puranam et al. (2009) emphasize the place of trust. Where there is a clearly defined level of trust between social enterprise and the city council, it builds an environment of well-defined role differentiation and management of the human processes for result expectations. Examining closely Salford SEP and Plymouth SEP, it can be inferred that there is a high level of goal alignment between stakeholders within Plymouth. However, Salford SEP stakeholders do not have their goals for the SEP clearly aligned. Evidence from the researcher observations during the monthly meeting at the relative SEPs show that, whilst Plymouth Council representatives attend meetings and share their views, Salford City Council do not attend any of the monthly meetings. They only attend ceremonial events to endorse programmes and create publicity.

It may not be surprising that Salford City Council does not share a similar understanding of the primary purpose of the SEP scheme with the Salford social enterprise network. Where understanding is not shared, it will be difficult for the Salford City Council to recognise themselves as stakeholder in the delivery of social value within the city. Salford social enterprises expect the city council to support them financially towards the creation of social

value. However, it only offers ceremonial and political support by endorsing and attending events. This shows that there is a disparity between the key actors' goals as it relates to the creation of social value. Although it is not appeasing to them, Salford social enterprises have been able to appreciate Salford City Council's stance as it relates to support and commitments to social value creation.

Also, whilst the Social Value Act (Act, 2012) implores local city councils to incorporate an element of social value in contract tendering and bidding, working in partnership with social enterprises in Salford to secure the creation and delivery of social value is not at the top of Salford City Council's agenda. The local city council is more interested in creating an environment where the social enterprises do not request financial support whilst they deliver their social value agenda within the city and ensure the SEP scheme thrives. This further stress the importance of relational coordination in establishing partnership collaboration for the delivery of an expected outcome (Caldwell et al., 2017). Where relational coordination is lacking, the creation of a partnership for the delivery of social aims tends not to survive. This negatively impacts the beneficiaries.

6.5 Key Finding: Collaborative Partnerships is Important in the Creation of Sustainable Social Value

Fundamentally, the collaboration objective determines its successes. Where there is an absence of clear measurable objectives aside securing funding, such collaboration will not scale up from its formation stage (Gajda, 2004). Social value deliveries could be argued to be too complicated from a collaborative perceptive, but its impact will most likely outweigh any individualistic mechanism. As such, the more clearly objectified collaboration will secure compounding sustainable social value creation and deliveries within SEPs.

In discussing these findings collected across the Salford and Plymouth SEP case study contexts, the evidence clearly shows the relative importance of partnership and collaboration in the

creation of sustainable social value. In the literature review chapter, diverse discourses were explored for the delivery of social aims and alleviation of poverty. Different forms of partnership were identified and discussed (see Chapter 2, section 2.7, p. 50). Two forms of partnerships were reviewed: private-public partnership and cross-sector social-oriented partnership. From this perspective, an in-depth discussion seeks to explore the nature of partnership with respective SEPs and also a review of each stakeholder's attitudinal approach in securing the continued stability of the partnership for the creation and delivery of social value. In addition, the collaboration theory was reviewed in Chapter 2 (see section 2.6, p. 39).

From the findings highlighted in this sub-section, it shows that there is a formidable collaboration between the social enterprises and local city council in Plymouth. There exists a contractual relationship which indicates their collaboration in securing the creation of sustainable social value (Ayuso et al., 2014; Roehrich et al., 2014). From the direct observations, it was discovered that the Plymouth City Council regularly attended the Plymouth Social Enterprise Network (PSEN) CIC monthly meeting, and they are also a member of PSEN CIC's Board of Directors. Both Plymouth City Council and Plymouth Social Enterprise Network (PSEN) CIC have a clear understanding that the creation of social value cannot be delivered by either of the stakeholders single-handedly. Fundamentally, this shows the stakeholders' recognition and appreciation of the essence of mutual joint effort in delivering social value within the city.

6.6 Key Finding: SEP Stakeholders' (Local Council and Social Enterprise) Understandig and Perception Drive the Creation of Social Value and its Sustainability within SEPs

The last theme includes emerging findings of the ways in which social enterprises, social value creation, and sustainability have been discussed. In discussing the findings above, a key finding is the approach stakeholders adopt to social value determines the level of creation the SEP experiences. Stakeholders' perceptions are driven by their understanding of social value. In

addition, the importance that stakeholders attribute to social value contributes to their respective perception of the concept. The understanding and importance attributable to social value is revealed in the approach an enterprise adopts (Jenner, 2016). There are calls for social value to be embedded into organizational processes, policies, and strategies. Thus, this will result in some positive changes and enhance a wider understanding of social value. Social enterprises recognise that changes in understanding regarding the social value concept need to start within each relative social enterprise before the transfer or spread of knowledge to other stakeholders. Where there is a cultural change approach to establishing clarification of the social value concept, an appropriate perception will be developed. This development will not be restricted to the social enterprise owners but it will cut across the entire organization. The relative importance of social value cannot be over-emphasized (Rivera-Santos et al., 2010). Thus, the organizational practice changes toward the social value concept and also recognizes its impact in changing peoples' lives.

Furthermore, where an organizational understanding has been effective and established regarding the social value concept, such an understanding can be transferred and shared within wider society. It is important that social enterprises harmonize their understanding of social value and develop an appropriate perception of the concept (Margolis et al., 2003; (Kivleniece et al., 2012). This approach is premised on the fact that social value does not just add and impact changes in peoples' lives, it adds value to the larger societies and communities. However, this value will only be added where an appropriate perception of the concept has been developed.

6.7 Conclusion

In conclusion, the social value creation that will be experienced within each SEP is determined by the level of perception each of the SEP stakeholders attribute to social value creation. This perception is enhanced by understanding and the relative importance attributed to social value.

Thus, the SEP stakeholders' enhanced understanding regarding social value is paramount for the success in creating sustainable social value. When understanding is developed, both societal and community development will be experienced because a harmonious working relationship develops between the SEP stakeholders.

Chapter 7: Conclusions

7.1 Introduction

This chapter presents the research conclusions and its empirical contribution to the collaboration literature. It also presents research limitations and future research suggestions.

7.2 Realization of Research Objectives

This section presents an account of the main conclusions reached and how each research objective is realised. The first research objective focuses on the analysis of existing literature pertinent to the development of partnerships and collaborations between stakeholders in the third sector. It was achieved via the provision of a detailed literature review of partnership and collaboration theory relevant to social enterprises (see Chapter 2, section 2.11 p. 72). Whilst it was acknowledged there is only a slight distinction between collaboration and partnership, collaboration loans its ideology to social value creation relative to partnership which indicates partners' relationship using the social exchange theory principles. Thus, collaboration theory was adopted for this study. This research affirmed that due to the problems of daily practice and the tangible results of historical dynamics, it is extremely difficult to co-ordinate a wide range of social and economic initiatives and activities in the world 'for all', and this may be useless from a scientific point of view. The social economy is so deeply rooted in historical, institutional, and local context that it seems impossible to avoid generalization (Amin, 2009; Moulaert & Nussbaumer, 2005). The true range of initiatives and institutions between pure market functions and public administration is enormous (Moulaert & Ailenei, 2005). The impression is that social economy is a permanent invention of various social mechanisms, and it develops as a result of market exchange, city council interventions, and collective civic organisations based on social movements of solidarity and mutual benefit. These terms can be used to explain the evolution of social, economic, social, and economic crises. Due to discontent and frustration arising from city council intervention and market failures, the broad socio-economic patriarchal system of state and market, or the inability of the small community

to take advantage of other social ties (generally pre-existing) to satisfy the natural, psychological, and cultural needs of the social space (Moulaert & Ailenei, 2005). This is where social innovation plays an important role in the social economy: social innovation means innovation in social relationships and a new paradigm for meeting demand. However, social innovation does not imply the emergence of new social bonds naturally. Rather, they appear in a way more like reinventing or reproducing existing social relationships, but in a new context. However, this new environment is an integral part of a multi-scale society that engages in power relations (Swyngedouw, 2005). The analytical work required by today's unmet economic, social, and political needs to define socio-economic and governance status has not made much progress. The social economy is a family integrated between the market, the state, and civil society. However, this traditional method of 'classifying' the social sciences cannot provide a working definition of social value (Caldwell et al., 2017; Hazy et al., 2009). The characteristics of each 'distribution system' must be properly analysed in order for the empirical analysis to show the enormous differences in socio value models. The term definition should explain the various forms of existing social relationships and their inclusion in a specific social, historical, and institutional context. When considering the history of social value creation concepts, at least two questions must be addressed. Does the diversity of social value creation concepts and practices provide scope for organisational approaches that help improve the social effectiveness of various initiatives? Are there criteria for assessing the social value creation situation? These questions are fundamental to understanding what good social and economic governance is (Moulaert & Nussbaumer, 2005). As a result, two relevant partnership typologies were reviewed, PPP and CSSP, to provide a balanced analysis and review.

Partnerships within the public-private space have interactions which have led to the creation of various hybrid organizational arrangements including cross-sector social-oriented partnerships (CSSP) and public-private partnerships (PPP) (James Barlow et al., 2013; Roehrich et al., 2014). The definition and distinction between cross-sector social-oriented partnerships (CSSP)

and public-private partnerships (PPP) were clearly illustrated in Chapter 2 (see Chapter 2, section 2.7 pp. 50-58).

Resource dependence, social issues, and societal sector platforms reform are recognised as the critical premise whereby cross-sector social-oriented partnerships (CSSPs) depend in the development and advancement of social value creation within communities. However, this research identifies the urgent and important need for social partners to work collaboratively whilst they retain their respective organizational autonomy in joining forces to tackle a shared social problem (Calton et al., 2013). Furthermore, while some organizations may voluntarily partner and collaborate primarily to serve their own interests (e.g. acquire needed resources) and secondarily to address a social concern, when the local city council and the social enterprises share similar understanding, perception, and practice, sustainable social value is created and the success of the SEP is secured, as in the case of Plymouth SEP. However, where understanding, perception, and practice of social value differ, sustainable social value is not created to the same extent and the SEP tends to lack dynamism and growth (i.e. as per the case of Salford SEP). Stakeholders' lack of understanding, perception, and practice of social value frustrate partnership formation to create sustainable social value, and the success of the SEP is not secured.

Several partnership models relevant to social value creation were reviewed. This will include Caldwell et al. (2017)'s social value creation in public-private hybrids (see Figure 7, p. 55); Kivleniece et al. (2012)'s value creation and capture in public-private ties: an integrated model (see Figure 8, p. 57) and Sinkovics et al., (2015) two-system view of social value creation (see Figure 9, p. 59). The combination of the review originated the development of a conceptual framework for the study (see Figure 10, p. 81) which provides a detailed overview of the development of partnerships and collaborations between stakeholders in the third sector answers the first objective of this research.

Fundamentally, from the collaboration theory perspective, Logsdon's (1991)'s pattern of evolution in the formation of cross-sectoral collaboration was reviewed. He identifies that there are two patterns of evolution towards cross-sectoral collaboration: movement from interdependence to interests and movement from interests to interdependence (see Figure 2, p 42). Furthermore, the three core components of collaboration (which are preconditions; processes and outcomes) were reviewed. They argue the relative importance of these core components if the social aims of the social interrelation are to be actualized. Domenico et al. (2009) use a cross-sectoral case to affirm the core components and they illustrate that corporate-social enterprise collaboration is shaped by (1) the value that each member of the collaboration attributes to their partner's inputs (pre-condition), (2) competing practices and priorities intrinsic to the corporation and the social enterprise (processes), and (3) expected benefits of the collaboration to each partner (outcomes) (see Figure 3, p. 44). Within the corporate space, social enterprises need to recognise the essence of the private sector engaging in collaborative partnership. Although the social aims and objectives are recognized as the driving focus of engagement, it has to be acknowledged that the corporate sector endeavour to strike a balance in ensuring the security of their intrinsic value. In addition, Gajda (2004) stresses the various stages of collaboration development and how each level of integration determines the tensity of the alliance's process, structure, and purpose (see Figure 4, p. 46 and Figure 5, p. 47). He argues that collaboration is a process and not a methodology of engagement to secure and deliver social objectives. Where there is an absence of defined alliance's process, structure, and purpose, such collaborative partnership will not be able to progress across the various developmental stages. Essentially, social actors need to align their social visions and goals at the early stages in order to secure progression in subsequent stages. Finally, Huybrechts et al. (2013) highlight the different collaboration phases and how legitimacy impacts the success or failure of collaboration. They place emphasis on how pragmatic and moral legitimacy are adopted by the social enterprise to justify collaboration throughout three

major stages: the very decision of cross-sector collaboration; the choice of the partner and the framing of the partnership; and the evolution of the collaboration. However, Gray et al. (1991) identify five essential characteristics of the collaborative process: the stakeholders are independent; solutions emerge by dealing constructively with differences; joint ownership of decisions is involved; the stakeholders assume collective responsibility for the direction of the domain; and collaboration is an emergent process. Although, the five essential characteristics of the collaborative process are informative, they provide essential details regarding how the collaboration process is formulated and progresses. In as much as the social actors need to be informed regarding these essential characteristics, an understanding of the diverse dynamics that will interplay during the collaborative partnership would have been useful. Based on this weakness, D'Amour et al. (2005) highlighted five underlying concepts which identify the concept of collaboration: sharing, partnership, power, interdependency, and process. Over the years, different scholars have argued different elements of collaboration, however conclusive a collaborative alliance essentially requires three core elements: pre-condition, process, and outcomes, which are given different definitions according to each scholar's perspective.

The second research objective was to investigate and evaluate the responsibilities of each of the local council and social enterprises in creating social value through SEP scheme. This objective was achieved through the processes of data collection and thematic analysis. One of the sub-themes clearly identifies Salford and Plymouth SEPs stakeholders' perception, attitudes, and understanding of social value creation (see Chapter 5, section 5.8.2, p. 196). Plymouth SEP stakeholder's expressed a harmonious understanding of the social value contribution concept and provided evidence that they engage in a collaborative partnership in ensuring that a sustainable social value is created within the city. Findings from the Plymouth Case Study provided evidence that respondents considered that a social value perception is shared between stakeholders, whereas Salford SEP stakeholders' approach to social value creation was an independent approach. Thus, in this case study context the evidence was that

the local city council recognises itself as an influencer in the social value process. They do not engage in collaborative partnership with social enterprises in the city because there is no shared vision and perception. Thus, based on this approach there is evidence that limited social value is created within the SEP. In light of this, the second research object was fulfilled.

The third research objective relates to the investigation and evaluation of the responsibilities of each of the stakeholders in creating social value through SEP scheme. The objective was achieved from the data analysis which was discussed in Chapter 5. The critical SEP stakeholders are the social enterprises and the local city council. Whilst social enterprises engage in the initiation, design, and implementation of the social value to be delivered, the local city council is expected to support in cash and in kind (see Chapter 5, section 5.6.2, p. 171). In addition, the local city councils are expected to complement the efforts of raising the awareness of the social enterprise across the SEP. Awareness building is thus a joint effort which involves regular use of the SEP logo and brand. In light of this, the third research object was fulfilled.

The fourth research objective relates to the evaluation of the nature of collaborative partnership between stakeholders in promoting their respective SEP brand. The objective was fulfilled by one of the sub-themes (see Chapter 5, section 5.7.1, p. 186). In relation to the Plymouth case study, there is evidence of an active collaborative partnership between the social enterprises and the local city council, whereas in Salford SEP the local city council reportedly influences social enterprises to create sustainable social value. Salford City Council are recognised as acting as an influence, and thus there is no collaboration between the local city council and the social enterprises.

The overall research aim which entails critical exploration of collaborative partnership between city council and social enterprises and their creation of social value within the context of SEPs is achieved. Fundamentally, the findings indicate that where the local city council and the social

enterprises share similar understanding, perception, and practice, sustainable social value is created and the success of the SEP is secured as in the case of the Plymouth SEP. However, where understanding, perception, and practice of social value differ, sustainable social value is not created to the same extent and the SEP tends to lack dynamism and growth (i.e. as in the findings from the case study of Salford SEP). Stakeholders' lack of understanding, perception, and practice of social value frustrate partnership formation to create sustainable social value, and the success of the SEP is not secured.

7.3 Research Contributions

Throughout the existing available literature reviewed for this study, there are limited studies on social value creation within an SEP context using collaboration theory. Most studies focus on public-private hybrids or ties but the unique empirical contribution of this research explores the use of collaboration theory within the context of the local city council and social enterprises in social value creation within SEPs.

This study provides an incremental theoretical contribution to knowledge using the works of D'Amour et. al 2005 on core components of collaboration theory. They identified three core components which are pre-condition, process, and practice. However, while several other scholars like Logsdon 1991, Gray et. al 1991, Gajda 2004, Jamal 2009, and Domenico et. al 2009 have identified different narratives for these core components on the premise of different contexts, the social enterprise place context has not been explored. A gap in literature this study aims to fill. Based on thematical empirical data from social enterprises and local city councils, findings identified shared understanding, shared perception, and shared practice as the essential three components for collaborative partnership in creation of sustainable social value within social enterprise places. This study has contributed to filling this gap in the literature.

7.3.1 Theoretical Contributions: Collaboration Theory and Models of Stakeholder Collaboration for SEP Social Value Creation

Themes identified align with the constructs from the literature review in the conceptual framework (see Figure. 10, p. 81). However, additional constructs were identified, including shared understanding, perception, and practice of social value within the SEP. Several scholars have identified different definitions of the core components of collaboration theory within different context. Therefore, this study extends the core components of collaboration theory (i.e. pre-condition, process, and outcome) within an SEP context for the creation of social value.

The collaboration between SEP stakeholders (local city council and social enterprises) will require that the three core components are clearly defined at the formation stage of the collaboration for success to be attained. Regarding the requirement for shared understanding, both stakeholders need to ensure they establish an operational definition of the social value concept. The social value concept is subjective and where an operational definition is not clearly defined and agreed by the stakeholders, establishing collaboration will be frustrated. The shared understanding by stakeholders within the SEP context will represent the pre-condition component of the collaboration theory. Furthermore, the next fundamental element is the presence of shared perception, as shared perception will constitute the attitudinal approach to the social value. Where shared understanding has been clearly established at the foundational stages, it will be presumed the shared perception will be aligned across stakeholders. However, this may not be case in all instances. Where stakeholders fail to develop an optimistic positive engagement toward the shared perception of social value creation at the stage, stakeholders' collaborative partnership may experience a breakdown. The shared perception in this instance within the SEP context will relate to the process which is the core element of the collaboration theory. Finally, after establishing shared understanding and perception, what follows is the shared practice. This involves the operational approach and

delivery mechanisms that all stakeholders use for the social value creation. Therefore, stakeholders need to agree on how their stipulated social aims will be achieved. The operational guide and policy need to be clearly stipulated and signed by all stakeholders when necessary. The operational guide aims to provide an evaluation mechanism for reassessment and review where it is deemed necessary. Thus, the shared practice aligns with the outcome element of the core component of the collaboration theory.

Within the SEP context, theoretically social actors need to ensure that shared understanding, perception, and practice are established in addition to mutual knowledge and goal alignment if sustainable social value creation is to be secured. Shared understanding, perception, and practice of social value between SEP stakeholders creates sustainable social value within SEP. Where the local city council and the social enterprises share similar understanding, perception, and practice, sustainable social value is created and the success of the SEP is secured as in the case of Plymouth SEP. However, where understanding, perception, and practice of social value differ, sustainable social value is not created to the same extent, the SEP tends to lack dynamism and growth (i.e. as per the case of Salford SEP). Stakeholders' lack of understanding, perception, and practice of social value frustrate collaboration formation to create sustainable social value, and the success of the SEP is not secured. Thus, this study provides an incremental contribution to the body of knowledge (D'Amour et. al, 2005).

The conceptual framework is updated with additional constructs. The reconstruction of the conceptual framework to theoretical framework shows the inclusion of the collaboration theory within the SEP context (see Figure 38).
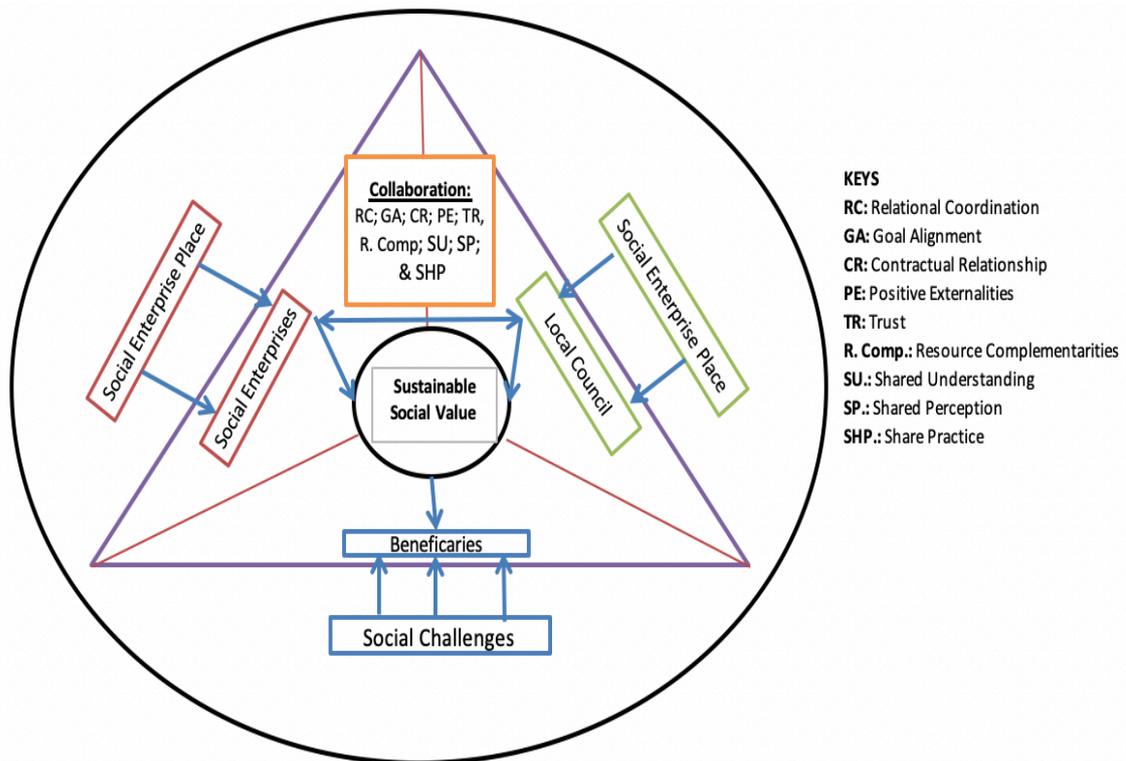
Figure 38: Theoretical Framework of SEP stakeholders' collaboration in social value creation

7.3.2 Contributions to Policy and Practice

SEP decision makers (e.g. SEUK) will need to consider conducting an in-depth orientation training programme regarding the SEP scheme for local city officers when new SEP certification exercises are being carried out. Conducting such orientation training for social enterprises and extending it to local city council officials should potentially stimulate more interest from those SEP stakeholders (i.e. social enterprises and local city councils). Thus, these training programmes will contribute to the promotion of shared understanding, shared perception, and shared practice within the SEP for social value creation. Local city council front-line officers and managers are currently struggling to identify the nature of support provision for social enterprises in the continuous creation and delivering of social value. Thus, it is imperative to provide orientation training for local city council front-line officers and managers. This should be organised by Social Enterprise UK at the certification phase of new social enterprise places. In addition, regular refresher discussion sessions should be organised

to foster collaboration between social enterprises and their respective local city council front-line officers and managers. Institutionalizing such orientation trainings will promote shared understanding, shared perception, and shared practice within social enterprise places and facilitate social value creation.

Local city council front-line officers and managers have not been attending social enterprise place monthly networking meetings. They only attend ceremonial events. They should take all necessary steps to do so in order to give themselves and social enterprise the opportunity to appreciate each respective parties' perspective on and understanding of social value. This facilitates and promotes shared understanding; shared perception and shared practice within social enterprise place.

The definition of social value within the Social value Act 2012 is ambiguous. In addition, it restricts the incorporation of social value in procurement bids to local city council. The Act fails to recognise social enterprise and its creation of social value. It is imperative for policy makers to use their legislative mandate in calling for an update of Social Value Act 2012 in the light of the development of social enterprise places for the creation of sustainable of social value over time.

7.4 Research Limitations and Future Research

This section acknowledges the limitations inherent within this research. These limitations will affect how the results from the study can be generalized because of the qualitative research design processes. The limitations of the case-study approach are acknowledged (Yin, 2014, 2018). For example, the selection of two case study SEPs from the 28 SEPs available across England for this particular study does not statistically represent all SEPs across England. However, the research ontology, methodology, and strategy are designed to provide contextual generalization when empirical evidence of such a context is similar and have been carried out within similar timeframes and geographical locations (Crotty, 1998). Thus, the results from

this study could be applied to other case study SEPs within the same region and across the same timeframe.

The internal reliability limitation of the interview and observation data is acknowledged (Poland, 2003). Interviewees' and SEP stakeholders' agreement was not obtained to validate interview recordings and observed data to avoid modifying responses. Due to the adopted combination of observation and interview data collection methods, the external validity limitations are not entirely applicable. However, the external validity of this study has been enhanced by the unstructured observation data complementing the findings from the semi-structured interviews (Silverman, 2011; 2013).

For future research, it will be recommended that a greater number of SEPs are approached and studied and also a different methodological approach could be adopted to ensure representativeness. This study adopts a qualitative approach, but future case studies could perhaps on a regional basis experiment with developing both qualitative and quantitative multi-method approaches within a comparative case study approach. Likewise, as SEP status is expanding to include international contexts, future studies could involve individual and collaborative research studies to explore and investigate the strategies adopted within international SEP contexts to create social value.

7.5 Summary

The chapter focuses on the general conclusions of the study. The first section illustrates the research conclusions. This focuses on how the research objectives and overall aims were accomplished. Furthermore, the research contribution was discussed. This was divided into two sections, theoretical contribution and entrepreneurial contribution. The conceptual framework was updated the additional constructs from the study and adapted as theoretical framework. This is based on collaboration theory within the SEP context, thus, a theoretical

framework for stakeholders' collaboration in sustainable social value creation. Finally, the chapter concludes by discussing limitations and recommended areas for future research.

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Appendices

Appendix 1: 20 most deprived local authority district

Table 3: The 20 local authority districts with the highest proportion of their neighbourhoods in the most deprived 10 per cent of neighbourhoods nationally on the Index of Multiple Deprivation 2015, and change since the 2010 Index					
	IMD 2015		IMD 2010		Percentage point change from 2010
	N	%	N	%	
Middlesbrough	42	48.8	41	46.6	2.2
Knowsley	45	45.9	45	45.5	0.5
Kingston upon Hull	75	45.2	70	42.9	2.2
Liverpool	134	45.0	148	50.9	-5.9
Manchester	115	40.8	118	45.6	-4.8
Birmingham	253	39.6	251	39.2	0.4
Blackpool	36	38.3	35	37.2	1.1
Nottingham	61	33.5	45	25.6	7.9
Burnley	20	33.3	20	33.3	0
Hartlepool	19	32.8	21	36.2	-3.4
Bradford	101	32.6	94	30.6	2.0
Blackburn with Darwen	28	30.8	31	34.1	-3.3
Hastings	16	30.2	15	28.3	1.9
Stoke-on-Trent	48	30.2	50	31.3	-1.1
North East Lincolnshire	31	29.2	27	25.2	4.0
Salford	43	28.7	47	32.6	-4.0
Rochdale	38	28.4	35	25.9	2.4
Pendle	16	28.1	17	29.8	-1.8
Halton	21	26.6	21	26.6	0.0
Great Yarmouth	16	26.2	13	21.3	4.9

Note: Based on all neighbourhoods i.e. Lower-layer Super Output Areas (LSOAs). Due to boundary changes, the numbers of LSOAs should not be directly compared across the Indices of Deprivation 2015 and 2010; changes are measured as percentage point changes.

Hastings and Stoke-on-Trent are equally ranked as 13th most deprived on this measure according to the 2015 Index.

Source: (DCLG, 2015)

Appendix 2: Ethical Approval Application

Application Checklist

Ref No:	*Office Use Only*

Name of Applicant: Fredrick O. Ogunoye
Title of Project: Exploring the Phenomenon of Social Enterprise Places: A

The checklist below helps you to ensure that you have all the supporting documentation submitted with your ethics application form. This information is necessary for the Panel to be able to review and approve your application. Please complete the relevant boxes to indicate whether a document is enclosed and where appropriate identifying the date and version number allocated to the specific document (in the header / footer), Extra boxes can be added to the list if necessary.

Document	Enclosed? (indicate appropriate response)				Date	Version No
Application Form	Mandatory			If not required please give a reason		
Risk Assessment Form	~~Yes~~	~~No~~	Not required for this project	No anticipated risks are foreseen.		
Participant Invitation Letter	Yes	~~No~~	~~Not required for this project~~	See Appendix 2	Sept. 2016	1

Participant Information Sheet	Yes	~~No~~	~~Not required for this project~~	See Appendix 2	Sept. 2016	1
Participant Consent Form	Yes	~~No~~	~~Not required for this project~~	See Appendix 3	Sept. 2016	1
Participant Recruitment Material – e.g. copies of posters, newspaper adverts, website	Yes	~~No~~	~~Not required for this project~~	See Appendix 2	Sept. 2016	1
Organisation Management Consent / Agreement Letter	~~Yes~~	~~No~~	~~Not required for this project~~	N/A		
Research Instrument – e.g. questionnaire	~~Yes~~	~~No~~	~~Not required for this project~~	N/A		
Draft Interview Guide	Yes	~~No~~	~~Not required for this project~~	See Appendix 1	Sept. 2016	1
National Research Ethics Committee consent	~~Yes~~	~~No~~	~~Not required for this project~~	N/A		
Note: If the appropriate documents are not submitted with the application form then the application will be returned directly to the applicant and will need to be resubmitted at a later date thus delaying the approval process						

Appendix 3: Ethics Approval Letter

University of Salford
MANCHESTER

Research, Innovation and Academic
Engagement Ethical Approval Panel

Research Centres Support Team
G0.3 Joule House
University of Salford
M5 4WT

T +44(0)161 295 7012

www.salford.ac.uk/

27 October 2016

Fredrick Oladapo

Dear Fredrick,

RE: ETHICS APPLICATION SBSR1617-04 – Exploring the Phenomenon of Social Enterprise Places: A Place Branding Perspective

Based on the information you provided, I am pleased to inform you that your application SBSR1617-04 has been approved.

If there are any changes to the project or its methodology, please inform the Panel as soon as possible by contacting SBS-ResearchEthics@salford.ac.uk.

Yours sincerely,

Professor David F. Percy
Chair of the Staff and Postgraduate Research Ethics Panel
Salford Business School

Appendix 4: Interviewee's Consent Form

University of Salford MANCHESTER

Consent Form for Social Enterprise Place Research

University of Salford MANCHESTER | Salford Business School

Please tick the appropriate boxes	Yes	No
Taking Part		
I have read and understood the project information sheet dated 24/11/2016.	☐	☐
I have been given the opportunity to ask questions about the project.	☐	☐
I agree to take part in the project. Taking part in the project will include being interviewed and recorded (audio or video).	☐	☐
I understand that my taking part is voluntary; I can withdraw from the study at any time and I do not have to give any reasons for why I no longer want to take part.	☐	☐
Use of the information I provide for this project only		
I understand my personal details such as phone number and address will not be revealed to people outside the project.	☐	☐
I understand that my words may be quoted in publications, reports, web pages, and other research outputs.	☐	☐

Please choose one of the following two options:
I would like my real name used in the above ☐
I would **not** like my real name to be used in the above. ☐

Use of the information I provide beyond this project

	Yes	No
I understand that other authenticated researchers will have access to this data only if they agree to preserve the confidentiality of the information as requested in this form.	☐	☐
I understand that other authenticated researchers may use my words in publications, reports, web pages, and other research outputs, only if they agree to preserve the confidentiality of the information as requested in this form.	☐	☐

Permission to take Photos
I agree to allow the researcher to use any photos related to this research.

_____ _____ _____
Name of participant [printed]   Signature   Date

Appendix 5: Social Enterprise Investment Fund (SEIF)

PLYMOUTH.GOV.UK | Select Language ▼ | Search

Investment and growth / Strategic growth
/ Social enterprise investment fund capital and revenue grants/loans

Social enterprise investment fund capital and revenue grants/loans

There's funding available to provide a mixture of loans and grants for social enterprises to create jobs and bring redundant buildings back into use in the city. The fund will be a mixture of grant and loan. Each investment will be assessed on a case by case basis.

The capital loan available will be repayable loans.

The revenue funding available is an individual award of grant between £5,000 and £10,000 for providing business support.

The capital funding is available with each grant/loan amount envisaged to fall within the £15,000 to £80,000 bracket.

Social Enterprise Investment Fund Expression of Interest Form [Word, 169KB]

Appendix 6: Plymouth Social Network Directory

SOCIAL ENTERPRISE CITY
A DIRECTORY OF SOCIAL ENTERPRISES IN PLYMOUTH
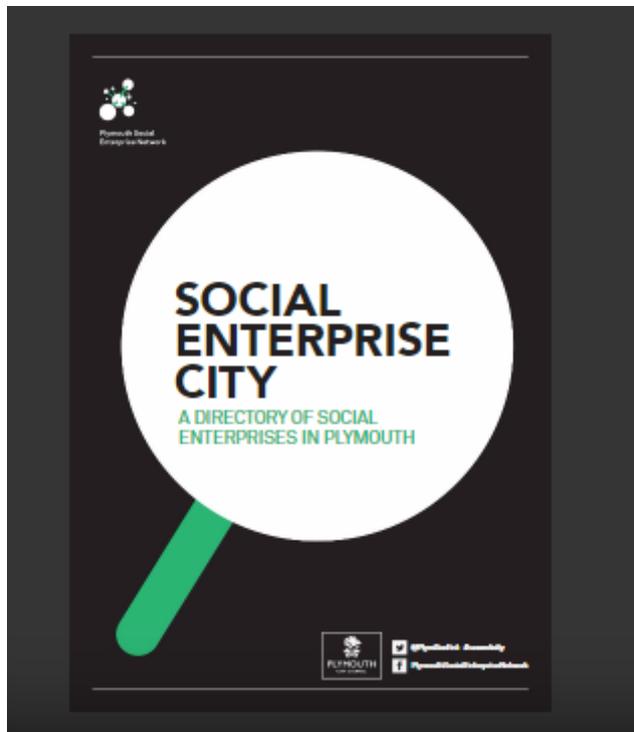
Appendix 7: University of Exeter Partnership with Plymouth City Council

Appendix 8: Plymouth SE Network Board of Directors

Appendix 9: Plymouth SE 2017 AGM Agenda
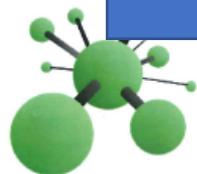
Plymouth Social Enterprise Network

Annual General Meeting Agenda
Monday 22nd May 2017, Devonport Guildhall, 2-4pm

1. Welcome and introductions

2. Minutes of the last meeting

3. Officers reports (Chair and Treasurer)

4. Keynote provocation: Social enterprises as disruptors for a better economy -

5. Election of Executive Committee

    Nominations (existing directors):

    Nominations (new directors):

6. Project presentations

    a. Social Enterprise Place research -

    b. ESSE -

    c. Power to Change -

7. AOB

Appendix 10: Interviewee's Information and Interview Letter

University of
Salford
MANCHESTER

Information and Invitation Letter

Date: 12/01/2017

TO WHOM IT MAY CONCERN

My name is Fredrick O. Ogunoye and I am a PhD Research Student in Business & Management, Salford Business School, University of Salford. As part of my doctorate research study, I am conducting research on the place branding within social enterprise places across the UK and would like to talk further with you about your involvement with enterprise activities and social enterprise places.

I would like to reassure you that as a particpant in this project, you have several definite rights, these include the following:

- Your participation in the research is entirely voluntary.
- You retain the right to refuse to answer any question at any time.
- You are free to withraw from the research at any time.

I would like to assure you that any data or results from your participation in this research will be kept strictly confidential and will only be made available to me and my supervisor. While excerpts of the data you provide may form part of published work in the form of conference papers, journal articles and newspaper articles, under no circumstances will your name or any identifying charcteristics be included.

I would be grateful if you would sign this form to indicate that you are informed about this research study and that your participation is on a vlountary basis. You are also aware of the possibility that the excerpts of the information you provide may be used in any publication which arise from this research.

Signed: _____ Date: _____

I would like to sincerely thank you for your participation in this research project. It is very much appreciated. I can be contacted at o.f.ogunoye@edu.salford.ac.uk should you have any questions or concerns regarding this research project.

Iteration 1: Coding Framework and Text Dissection

Interview - Plymouth

CODES	ISSUES DISCUSSED	Interview quotes
➢ Passion for social enterprises ➢ Social enterprise city ➢ Community oriented business ➢ Social Enterprise Universities ➢ Social enterprise economy driven ➢ Local city councilsocial enterprise involvement	• Plymouth is one of the leading cities for social enterprises. • Passionate people to set-up social enterprise • Willingness to give back to the community. • The city council's perspective to social value is difference to the SE's perspective. • City council's perspective is considered political and monetised whereas the SEs are interested in life transformation which doesn't translate to pound for pound profit. • Keeping tracking of social value to satisfy funders distracts. • Plymouth is a social enterprises city • The world's first Social Enterprise Universities • Some of our biggest houses are delivered by Social Enterprises • The total Council housing stock has been sold to a Social Enterprise organisation. • Social Enterprise organisation delivers some of the biggest social care contracts we've got in Plymouth. • Delivering quality small-scale services than we would have provided through traditional business methods.	• *Plymouth is fantastic; I think we're one of the leading cities for Social Enterprise. We've got so many people who want to set up businesses and wanting to give something back…There are two things here, there's a social value that the city council puts on it because they want to see what they get for their pound. To be honest with you is a political thing. Because funders want to see what they're going to get for their money. In terms of the social values that the Charity is interested in, it's the difference they make into somebody's life. Now that might not always convert into a pound for pound profit for the city council. It's quite important that you keep an eye on your Social values because: how do you know that you're making a difference? How do you know that the Charity you set up is actually doing what it said it would do, or the Social Enterprise setup is going to do what it said? But the problem is if you focus so much on the Social value, you actually lose sight of what you're doing because by that time you're just after funding all the time. Because you're trying to work out, "How can I justify I'm actually making money for the city council", therefore I can apply for this fund.* **(P3SELL)** • *Yeah, we are a Social Enterprises city. We've got one of the world's first Social Enterprise Universities. Some of our biggest houses are delivered by Social Enterprises, so housing stock is owned by Social Enterprise. The total Council*

		housing stock has been sold to a Social Enterprise organisation. Social Enterprise organisation delivers some of the biggest social care contracts we've got in Plymouth. On one scale it's huge and we have very, very big providers delivering Social Enterprises services at the universities that is. We have many burgeoning and new Social Enterprises, they're here and delivering quality small-scale services by providing much by the range of services than we would have provided through traditional business methods. (P1GOVTLC3)
➢ City council supportive involvement ➢ Effective engagement from the council ➢ City council Supportive collaboration	• The council is supportive and involved with social enterprise. • The council is doing a fantastic job • There's a quiet large Social Enterprise Fund that Enterprises can apply for. • Definitely supportive collaboration between the Plymouth city council and the social enterprise sector. • Collaborative spirit	• *To be honest what they're doing is fantastic as far as I'm concerned. They are very much involved with the Voluntary Community Sector. They've now created a website which is going to be just for Plymouth called Our Plymouth and Social Enterprises and Charities will be based on that website. Yeah, I actually think the Council is doing a really good job, I can't think of anything else that they can do at the moment because they are constrained by funding and capacity. There's a quiet large Social Enterprise Fund that Enterprises can apply for. So, they've already set out funding that they can apply for. Yeah, I can't think of anything else they can do, to be honest. (P3SELL)* • *I think they're definitely supportive, but I think they are generally supportive of us the sector and there is a spirit of collaborations there. (P4SEAO)*
➢ Local city and social enterprise partnership ➢ Local city councilactive partnership	• Synergy • Complimentary partnership • Competitive advantage • Specialisation	• *Largely because we can't do it all. So, a sensible Charity and a sensible Social Enterprise will recognize the gifts that they've got*

➢ Mutual partnership community benefit ➢ Conducive business environment ➢ Business support ➢ Community development ➢ Social value synergy	• Recognise areas of strength and areas of support for partnership. • Plymouth has become a good germination platform for Social Enterprise • The council's active partnership for SE sector development • Input of seed funding for social enterprise investment funds. • The locality and the infrastructure and commerce has made it quite possible for Plymouth to develop. • Partnership between businesses plays an important role for social values to be created within cities. • With social enterprises, the best work seems to be done when they work together • Working together results in social value synergy	*and their specialisms and then they will seek others to work with them who can complement those gifts. We recognise what we are really good at, and we recognise the areas that we need support in. And then we work in partnership with other organizations to see if that happens, for the benefit of the people in our Charity.* **(P3SELL)** • *Yeah - I think Plymouth has become a good germination platform for Social Enterprise; there have been some Council inputs - they've even input the seed funding for social enterprise investment funds, where they enabled some social enterprises to take some funding to maybe use old buildings - so there's been some quite good activity in that way. I can't really compare with other cities because I don't really know how other cities are getting on from the social enterprise perspective. I think maybe Plymouth - its working, and it has worked well because maybe there's minimal large investment or businesses here, so it makes it more aggressive for smaller organizations to try and work and make that work. So maybe it's just that the locality and the infrastructure and commerce has made it quite possible for Plymouth to develop - unusually so compared to other cities.* **(P1GOVTLC4)** • *Yeah, I think partnership's really between businesses yeah, I think that's key. I think from my experience with social enterprises that's where the best work seems to be done when they work together because, I've seen with the collection of business that we are looking to create social value if*

		they pool resources and work together than the effect of that can be increased. *(P4SEAO)*
➢ Partnership success factors ➢ Parity ➢ Shared vision ➢ Complimentary value ➢ Power share ➢ Mutual benefit ➢ Community interest ➢ Organisation contributory value ➢ Compromise	• Factors that fostered the success of the partnership • Values of each organisation • Values in terms of how you want to work together; • Transparency • Contributory power • Willingness to work together • Compromise • Parity • Lack of shared vision could hinder the success of partnerships in creating social value • An overall shared vision would be necessary for any collaboration project	• *I think the factors are the values of each organization. It's no good working with an organisation that does not have the same values as you because what will happen at some point is it'll break down. So, the values in terms of how you want to work together; transparency, willingness to actually lay something down and let somebody else do it the willingness to work. Now as organisations within that partnership we don't all work the same way. And so, we've all had to slightly compromise what we're doing to make sure that we are able to work the right way. I think there has to be parity. You don't want one organization thinking they are the leader of everyone else. And then all that happens then is you become subject to the lead, and that's not an equal partnership. (P3SELL)* • *I guess there have to be some shared vision, so they probably need to be either working in the same communities or looking to address some of the challenges. I think if you try and sort of meet your own individual objective, it can get a bit destroyed instead. So, I think definitely an overall shared vision would be necessary for any collaboration project. (P4SEAO)*
➢ Funding constrains ➢ Partnership funding-oriented projects ➢ Community oriented joint ventures	• Set-up and funding stream constrain partnership. • The council could facilitate the success of this partnership by providing funding to partnership projects.	• *Yes, the way that they were set up. I talk about funding streams. I think it depends on what the type of funding is to a degree, and the aim of what you want to do, that can be a constraint. (P3SELL)*

		• *They definitely could be, it's definitely something I think they could be well positioned to facilitate and perhaps they do it through the investment fund, though I'm not really sure but, that could be something that could work if lead to be providing funding to partnership projects.* ***(P4SEAO)***
➤ Growing social enterprise place ➤ Community development-oriented individuals ➤ Cooperative community ➤ Social enterprise place certification publicity ➤ Social enterprise sector awareness. ➤ Social enterprise place scheme	• Plymouth as a social enterprise place is growing • Growing number of passionate people wanting to do well for the city. • Willingness to bring about positive change in the city • Good momentum within the Social Enterprise Sector and the Voluntary Community Sector • Cooperative positive movement across sectors • there was a lot of momentum in the city. • The certification has helped to boost the sector in the city. • The SEP scheme has grown fairly significantly. • SEP scheme may lose its impact if the spread is not well managed.	• *It's growing I think I've said that, it's growing. There are more and more people who've got really good skills, who are sitting there saying they don't want to work in the environment they were working in. So, they want to try and contribute and do well for the city. We've got a lot of 30-year-old to 40-year-old, who want a political change in the country and so people are saying now we want to try and change the world in a sense. We're getting that whole thing back that people want to change the world, which for a long time we didn't have. And so, there's a momentum in the city a really good momentum, and that's both within the Social Enterprise Sector and the Voluntary Community Sector. And the two sectors together are really a movement, and positivity, and a momentum.* ***(P3SELL)*** • *It's difficult to say really, there was a lot of momentum anyway, but I think that definitely went towards helping to boost the sector in the city. I think it's grown fairly significantly since we start anyway. I think maybe it starts to lose its impact is sort of in every town or every city comes to social enterprise place, but I guess if that's the case then great because it means that social*

		enterprise is spreading throughout the country. (P4SEAO)
➢ Funding support ➢ Match funding ➢ Social enterprise start-up	• Need to try and encourage more and new social entrepreneurship through earmarking some money. • Match funding up to five hundred pounds	*I think we're pretty much on the road. I don't think we could do much more to be honest for that. We're doing okay as always. We need to try and encourage more and new social entrepreneurship. One thing we would implement continuously is to earmark some money for those new and up and coming businesses that probably wouldn't be able to get money anywhere else. As long as we continue to pump prime some of our potential future then we're doing a decent job. (P1GOVTLC3)* • *So enabled social enterprises to pitch in ideas to the public and if the public bought in the ideas with cash we match the cash up to five hundred pounds but within the process willing to sign up for twenty thousand pounds' investment from that funds for the moment which will be in community shares, so we would be buying twenty thousand pounds of community shares in an IBS led by people in the local community regenerating the community accept and repurposing it for the future. (P1GOVTLC)*
➢ Council's political support for social enterprises ➢ Specialist support ➢ Financial support ➢ Support in-kind ➢ Council's publicity and promotion ➢ Council executive support	• The council had no expertise in social enterprise • It was a political decision to support SEs • Plymouth council has a senior economic advisor with a specialist in social enterprise as a council support social enterprise sectors here in Plymouth • Support for SEs has been both in-kind ways and also in direct investment and loans. • There is a cross political party agreement here.	*The council had no expertise in social enterprise, and it was a political decision that we should have, or we should be supporting our enterprise sector and, in some way, that decision was mine or the leader of the sector and mine. I've been working with the economic development team. We now have a senior economic advisor with a specialist in social enterprise and that sort of work assuming how we as a council support social enterprise sectors here in*

	• The success come from the Social Enterprises themselves • Political will from both political parties • Irrespective of the social enterprise status, the council will have encouraged. • The council encourages entrepreneurship in the city. • The council has been very vocal and very open with our support for the SE sector. • Encouraged Social Enterprise to grow in the city with either seed funding or with support political or executive support. • What Council has done is to support the Social Enterprises that are successful in the city.	*Plymouth. We have done that both in-kind ways and also in direct investment and loans. (P1GOVTLC)* • *No, there is a cross party agreement here… Yeah, we'd do it anyway, I think. It's just good to be recognised, that we're a Social Enterprise city. But certainly, the political will is here from both parties; both the parties usually look out for Plymouth. So, I think we were always going to do it, whether we would have done it quite overtly and with the label of being a Social Enterprise City probably not. But we would still encourage that type of entrepreneurship in the city. I'm not saying we play prominence role. Certainly, the success come from the Social Enterprises themselves. What we have done is being very vocal and very open with our support for the sector. Things in the local press, local radio where we've actively encouraged Social Enterprise to grow in the city with either seed funding or with support political or executive support. The role we played isn't necessary to create new Social Enterprises but what we have done is support the Social Enterprises that are successful in the city. (P13GOVLC)*
➢ Cooperative council ➢ Economical beneficiary ➢ Active social enterprises ➢ Change ➢ Passionate individuals ➢ Budget cut ➢ Mutual support and benefit ➢ Council policies continuity ➢ Council's focus and vision	• Plymouth, a Cooperative Council puts Social Enterprise at the heart of its delivery methods and of its partnerships. • Supportive of the social enterprise idea • Social enterprise idea has been economical beneficiary to the city. • The Council has aspirations to be a Social Enterprise city • Social enterprises are active within the city	• *Three years ago, we received Social Enterprises city of the UK. We take social enterprise very seriously. We, up to three years ago we were a Cooperative Council. And Cooperative Council puts Social Enterprise at the heart of its delivery methods and of its partnerships. From where we were five years ago, I think we've just become a lot more aware of Social Enterprise, a lot more aware of its*

• Passionate individuals for changes. • The Council's support for social enterprise has been positive • Social enterprises have a good relationship with the council • Despite the budget cut, the council has been supportive of social enterprises. • The council officials have good attitude towards social enterprises and talk more about being co-operative. • Continuity of policies despite can changes in administration within the council. • The council provides a sense of direction that helps businesses within the city.	*potential, a lot more aware of its ability to make money for the local economy. I don't think that there is any turning back now. I think that we're in a position now where we would never, not support Social Enterprise and in fact quite the opposite. We're in a position where we actively encourage it.* **(P13GOVLC)** • *I think in general it's been fantastic for the city and the Social Enterprises that are active within the network have really genuinely benefited. There is a Social Enterprise fund within the city because the Council has aspirations to be a Social Enterprise city as well, I see individuals setting up the Social Enterprises, so that is just fantastic. I think what it has done; it's enabled interestingly to be more accepted, because Social Enterprises and Charities both have to run as businesses because they've both got to be sustainable.* **(P3SELL)** • *I think it's been positive, I think we have a good relationship with the council, I think it's a very difficult time of course, am sure you quite understand with budget cut. I was pleased to see the change of the administration here and I think last year they did make a decision to keep the social enterprise funded, it was something that could have cut and they choose not to, I think that was a positive side, and what I like about the council here in terms of attitude, they talk a lot about being co-operative and I think they do a good job where they sort left in a while the conservative and labour have worked closely and kept some policy across in the sense of*

		continuity and not all of these ideas are immediately thrown away as soon as the council changes it, and I think that's been good for the city in terms of having a good strategic and clear sense of direction that helps business. (P12SEPF)
➢ Start-up fund ➢ Council direct contact ➢ Council's social enterprise network involvement	• The council's start-up fund allows social enterprise businesses to grow and develop • Plymouth city council is directly involved with the network • Established direct contact with SEs.	*So that has released a range of additional investment in the city, and it has enabled us to partner with other organizations like the school for social entrepreneurs, where we have worked with others on match funding to doing external investments. We worked with individual social enterprises other than a very different tailored solution, but we then developed investment fund which was to support capital growth, so the loan fund social enterprises and it was to purchase capital items which would enable them to grow their business. We have distributed two and a half millions of pounds to social enterprises in the last five years through that fund most of in the first three years. Till date, we have not had one default from any of the people who have been allocated funding. We have helped over forty social enterprises to grow and I don't think there's many local authorities being that hands-on. As part of that too, social enterprises, we are now shareholders there. (P1GOVTLC)* *I'd say it's probably a useful part of it because it allows those social enterprise businesses to be able to grow and develop, so I think to have a certain level of funding. I think for the council it may be more about their involvement in the sector as well, so they're actually getting involved with the network,*

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		which I know Plymouth city council do, because of the representative of their views at network events meeting, so I think that really important to have actual direct contact with them. (P4SEAO)
➢ Healthy relationship ➢ Direct involvement and engagement ➢ Publicity ➢ Network meeting attendance ➢ Organisational support ➢	• The nature of the relationship existing within the Council and the Social Enterprise sector is very good and healthy. • The council has a seat at on the Social Enterprise Network governing board. • The council is directly invited to the Social Enterprise Network meetings. • The Plymouth network needs to be more supportive • There is need for PR and organisational support • Plymouth network meeting time should be alternated between day time and other timing for small enterprises. • More conferences and networking where social enterprises can engage more.	• *It's really good we have a seat at the Social Enterprise Network. There are Social Enterprises, bigger Social Enterprises we see it from the network. We are directly invited to their sitting group meetings. And the purpose of that network is to a) promote Social Enterprises in the city in particular b) also to improve on service delivery through learning through best practices etc. We're a part of that Network so we're by invite as we are not social enterprise ourselves. Our relationship is very, very healthy. (P13GOVLC)* • *Well, for instance, I think there could be more support; there's not an awful lot of PR or organisational support if you like. There's a newsletter, yes, there's a newsletter where people can advertise things, but I think there needs to be more meetings - not in the daytime - this is a very common problem here. We have organizations, especially from the voluntary sector - they have meetings in the middle of the day; and if you're a small enterprise or a social enterprise trying to do the work you do on the ground level, you can't always go to meetings in the day-time. So, one of the issues is I think there should be more, sort of, conferences or networking, where other social enterprises can talk to each other. (P14SEMMI)*
➢ Progressive relationship ➢ Cordial relationship ➢ Active partner	• Progressive relationship with the Social Enterprises Sector.	• *We've been, very progressive in our relationship with the Social Enterprises Sector. The Social*

➢ Social enterprise investment fund	• The council is an active partner of the social enterprise network as opposed to service deliveries and service commissioners. • Good support from Plymouth city council for SEs • There is a social enterprise investment fund • Capital investment ring-fenced by the council for social enterprises • There is a cordial relationship with council offices to support SEs	*Enterprises Sector and the city appreciates it. We are much more active partners now as opposed to service deliveries and service commissioners. And as a result, we're finding our Social Enterprises have much more freedom to do what they want to do, much more success in getting other types of funding not just Council funding. (P13GOVLC)* • *The level of support for the network from the council has been for a good actually, so for example another outcome really of the social enterprise city brand was in a social enterprise investment fund. A significant amount capital investment was ring-fenced by the council for social enterprises and launched the ground for social enterprise investment fund. As far I am aware, they're the only council within the country was doing that and there's a political change in the last year or so as well, so previously 4-5years there was labour co-operative council and particularly the cabinet minister for community has been very supportive of social enterprise. He would've come to speak of any of our events, he was very engaged, and was active in ensuring that social enterprise was on the city council agenda. Change of leadership in May last year, we now got Tory coalition of the council and a very different style and approach. Most of the cabinet members are not full-time politicians, they have a job or a business 3 or 4days a week and they are part time counsellors. So, it's been almost a year since we got into that administration and we are still trying to develop a relationship. The offices are still*

		*very supportive, because the relationships are there, but form the administration, from the elected members we are still kind of working on developing the relationships **(P8SESSE)***
		• *Anyone receives that fund depending on the business case would get up to a quarter of their capital request as a grant with the rest their interest-free loans and everyone who received it also received a ten thousand pounds worth business development support to ensure they are investment ready for the growth. (P1GOVTLC)*
➢ Shared community responsibility ➢ Visibility ➢ Conversations ➢ Business attraction ➢ New businesses ➢ City attraction and engagement	• Established of shared ambition within organisations • Social enterprises visibility • Enhances meaningful conversations. • I think within business it has helped clarify that there's a shared ambition • I think it helps with visibility • Attraction for new businesses • Shared community responsibility enables cities to thrive.	• *I think within business it has helped clarify that there's a shared ambition there, I think it helps with visibility, it helps people to understand maybe why we might be here, although we moved our business to Plymouth before it was a social enterprise place, but it helps with the general sense of something happening, I don't think we could bring out figure and say it's a direct link, but I do think it helps with the conversation. (P12SEPF)* • *It's a shared responsibility with the Council, with the Voluntary Community Sector, with the Social Enterprises, with the business community, with the individual neighbourhood communities. It should be a shared responsibility that enables cities to thrive. And if we constantly keep thinking the Councils have got the answers, we're going to be constantly let down and nothing will change. (P3SELL)*

➢ Networking ➢ Social enterprise promotion ➢ SEP impact ➢ Branding identity ➢ SEUK relationship	• Good networking opportunity for social enterprises in the city • They also send the weekly newsletter which it's really useful and shared news • Promote social enterprises to the public • social enterprise festival The SEP scheme has been enjoyable and impactful • Challenged with respect to branding and identity • Good relationship with SEUK	• *Plymouth social enterprise network organise event which provides a good networking opportunity for social enterprises in the city and get together and discuss shared issues and the opportunity that sort of thing, and they also send the weekly newsletter which it's really useful and shared news, from the social enterprise sector and they also do quite a lot of work trying to promote to the public as I said. They run a social enterprise festival every year in the autumn where they run a lot of events in and around the city trying to engage the public with different social enterprises. (P4SEAO)* • *I think we enjoyed been part of it. I think as a network one of our limitations has, been having this conversation with you, highlighting - our branding and identity, hasn't been as well thought through for us, hasn't had as much investment in it as would be ideal. So, in terms of the places scheme, I guess if we needed more from it, then it would've probably been like support without investment in the identity, that would've been the one thing that would've probably made more of a difference. So, haven said that, I believe I don't think that was ever promised or ever said if there was more of that sort, we'd look for. I don't think no particular concerns or sort things like we would say "we want more of this or that shouldn't happen", I think if that was the case, then the relationships are good enough that we can do that, that's something we can do and that's a positive thing that if we got concerns we could definitely talk to Social Enterprise UK and then I suspect*

		they'd listen and sort things out. So, on the whole, it's been good experience. It has made a difference, nothing ever makes all the differences that it could make, there's always more you could do, but in all its still a good thing it made a difference. (P8SESSE)
➢ Growing social enterprises ➢ Organisational support structure ➢ Business partnership ➢ Active network ➢ Policy support framework ➢ Economic strategy ➢ Cooperative community	• Social enterprises within Plymouth are strong and growing • A community network of inspiring individuals with great ideas who are supported by strong organisation structures. • SEs are making difference within the city • Gaining increased recognition • Cooperative community of individuals. • Social enterprises have worked together to support their growth. • Active social enterprise network. • Positive environment in which social enterprises could grow and develop and be supported • Social enterprises added economic strategy as a growth sector • A mixture of practical help and the policy framework.	• *I see a strong and growing community network of some quite inspiring individuals with great ideas who are supported by strong organization structures. They're doing quite a lot of interesting things and they are actually making a difference, and so they are increasingly gaining recognition for that. For example we've got memory matters who began offering service to people with dementia; just open moment which is the city center café with a memory theme, so there're different zone in the center that are decorated and furnished in different periods in histories, so you've got 60's,70's and 80's areas and it's a nice café, it's a fun place, I think if you have dementia and there is awareness raising in there. We've got energy community, which has installed in most of our areas with solar panels or community funding and it's using the income from that to deal with fuel inequality. So, we've got some really fantastic and interesting things going on. It's a supportive community of people who live on their own and are supportive of what each other are doing, so yeah! (P8SESSE)* • *I think partly because social enterprises have worked together to support their growth, so there is a network in social enterprise in Plymouth that's active. As a council*

		we created positive environment in which social enterprises could grow and develop and be supported and having done that we added social enterprises into our economic strategy as a growth sector. So, it's a mixture of practical help and the policy framework (P1GOVTLC)
➢ Political system impact ➢ Political ideology ➢ Successful business model ➢ Shift in concentration ➢ Local cooperatives and mutual ➢ Financial support ➢ Expertise on economic development ➢ Promotion	• Political system or the political parties impacted social enterprises within Plymouth. • SE proven to be a successful business model because the results of the council's investments being positive for the city • Shift in concentrations to local cooperatives and mutual over the next few years. • Plan to increase capital budget available to social purpose businesses from two and a half to four billion • Council's committed to offer financial support, expertise to economic development, promote outside of the city and improve the way it trades with social enterprises • Political ideology has an impact on the nature of funding available to SEs. • Budget cut • The network ensures that it is not political focused.	• *Well, clearly at the moment they do, because we have proven this to be a successful business model and for the results of the council's investments being positive for the city, when we were in opposition for the last two years, the consecutive administration didn't change what we were doing, they didn't innovate anything new, they didn't change anything. In Plymouth at the moment, the one thing that is changing is that we are not putting any more capital into social enterprises investment funds but that's because we make the political decisions over the next few years to actively support the development of local cooperatives and mutual. I am planning to increase the capital budget I make it available to social purpose businesses from two and a half to four billion even though that won't be publish until November. So we continue to offer financial support, expertise to economic development and we will continue to promote outside of the city, we'll be continuing to do things inside the city and we will continue to see how we can improve the way we use the council to trade with social enterprises as well as other local businesses (P1GOVTLC)* • *I think as network, (am being a little bit careful here) one of the things about social enterprise, it doesn't necessarily appeal to either*

		traditional left or the traditional right, or it doesn't necessarily put off either the traditional left or the traditional right, because from either perspective maybe the traditional left quite like social enterprise because it's about doing good and the traditional right quite like social enterprise because it's about business and people doing things for themselves. So there's a kind of story you can tell either way and there's a way you can engage with people either way and I think as a network that's what we are trying to do, so we are trying to not let politics matter but we are aware of the budget cut which affects some of our members directly because some of them runs services which is paid for by the council. It also affects directly and indirectly the people whose social enterprises and they are our members, work with and engage with quite often. Maybe if they are working with disadvantage people there'll feel be impact of service cut on those people. So it's not neutral, but at the high level we are working to engage with which ever political parties in power. (P8SESSE)
➢ Social value creation ➢ Partnership social value promotion ➢ Influencer ➢ Fair-trade employer ➢ Supportive city council ➢ Social value policies revisit	• Closed pay gap • Living wage employer • Fair-trade employer • Fair-trade city • Support the community renewables and tackling fuel and food poverty • Cabinet level committee with an advisory group on child poverty. • Social value creation is a collective approach from all businesses and SE, not just the council. • Partnership avenue to promote social value. • The council is an influencer. • The council is a cooperative council.	• *We have already closed our pay gap from 13.9 to 10.4 of the pay ratios. We already paid the national living wage foundation wage to all our staff. We also insist on it being paid to everyone who have done axillary work contract for the council. We have increased our local span from 40% percent to almost 50% percent. The administration for the last three years we will be putting it back over to fifty percent again. We are a fair-trade city and the council one of those organisations in the city that's active in fair trade. I think*

	• They seem really keen to work with the network to boast the sector in the city. • They established a social enterprise investment fund. • The council will continue to support the Social Enterprise network • Revisit our Social Values Policies to make sure it fits the purpose	*that social value is understood by far too many people has being to what council can do. We are one employer in the city, we are not the largest employer in the city, but we are one of the largest in the city. We are one of thousand other businesses in the city and I think if every business adopted the social value policy, and also if the social enterprises adopt the social value policy, we could achieve more in the city than everyone just expecting it to be the council. At the moment to help further that we are looking at to see what further procurements and partnerships we can enter into in order to influence the way other people spend their money as well as the way we spend ours. (P1GOVTLC)* • *The council, I think we're fairly lucky to have an influencer. We've had a cooperative council. They seem really keen to work with the network to boast the sector in the city. I know there has been a social enterprise investment fund, which I think is running again at the moment which looks to be able to help in the smaller social enterprises although it a starting up to really help them to work within the local communities; to look at adjusting social challenges the city is facing. (P4SEAO)* • *Sure, we will continue to support the Social Enterprise network itself so that will happen. It's highly likely that we will continue our journey in delivering contracts to organisations that deliver over and above what is normally expected in those contracts. We will certainly revisit our Social*

		Values Policies to make sure it fits the purpose. And finally, what we at the simplest way is we will ask the people through regular surveys etc., whether they think they are getting value for money from their Council Tax. And that will result inform us on whether our commissioned partners are providing the things that the residence think and want. (P13GOVLC)
➢ Added value ➢ Social value delivers added value ➢ Social value defines	• Any service that delivers over and above the actual requirements for the contract contributes to that austerity • Social Enterprises is really good at delivering over and above what they're necessarily paid to do because their people focused and not business focused. • Social value is anything that adds value to wider society and communities in which business operate	• *Yeah so, I think any service that delivers over and above the actual requirements for the contract contributes to that austerity. We're in a position where we have less money to spend on less things, so if those things can deliver more than we ask then that can only be to the value of the city and to the individual. So, I think Social Enterprises is really good at delivering over and above what they're necessarily paid to do because their people focused and not business focused. (P13GOVLC)* • *So, essential social value I think would be anything that adds value to wider society and communities in which business operate. (P4SEAO)*
➢ Social value act ➢ Under-implementation of the Act ➢ Social value act review ➢ Need for simplicity ➢ Local city councilcollective social value act review ➢ More case studies ➢ Lack of understanding limits the act implementation ➢ Corporate sector social value involvement	• Social Value Act is being watered down in Plymouth. • I think it's hard to interpret in the first place. • Social Value Act need to be reviewed for simplicity • The review needs to be done through the various local authorities that are actually delivering it well • Need for more case studies of what good social value actually is. • The social value act has not been implemented as intended by businesses	• *I don't think it's being water down; I think it's hard to interpret in the first place…I think we need more case studies of what good social value actually is. It needs to be done through the various local authorities that are actually delivering it well. It would be really good to get a suite of ten case studies to shift through social value and it works and what it's worth. (P13GOVLC)* • *I think to a certain extent, I don't think it's been achieved as it was*

	• Corporate sector is getting involved in social value. • Lack of understanding of the social value acts limits its full implementation.	*intended to be; I think to a certain extent obviously the corporate sector have got involved in that mainly due to a lot of work from SEUK on the buy social campaign, so I don't think it's been implemented as well as it could have been, and I think that's probably due to a lack of understanding. (P4SEAO)*
➢ Decision making ➢ Social enterprise promotion ➢ Lack of social enterprise understanding ➢ Social enterprise definition ➢ Creating social impact	• Social Enterprises should be invited to the top table for decision-making. • Promote what a Social Enterprise actually is • SEs are organisations that don't give their profits to shareholders • People are really, really confused about what a Social Enterprise is • Simpler about what they are set to achieve • Social enterprise definition • SE will be described as a business that commits to re-investing any surpluses or profit into achieving a state social environment objective. • It's not about generating income for shareholders or earners, it's more about that, paying back into society and creating social impact.	• *It's two things, one is you got to make sure that for us the Social Enterprises are invited to the top table for decision-making. To be there on the outset of service design and service delivery, and not just be a deliverer of those services but rather be a strategic thinker that helps us to design those services. That's certainly something other than what it does in a minute. The second thing really is continuing to be much better at promoting what a Social Enterprise actually is. I think people feel really confused when in fact it's quite simple. It's just an organisation that doesn't give its profits to shareholders. I think people are really, really confused about what a Social Enterprise is. So, the one thing that all local authorities can do, and all the Social Enterprises can do, is to make that message much simpler about what they are set to achieve (P13GOVLC)* • *Social enterprise for us, in essence, would be a business not an important part of their trading, business that commits to re-investing any surpluses or profit into achieving a state social environment objective. It's not about generating income for shareholders or earners, it's more about that, paying back into*

		society and creating social impact. (P4SEAO)
➢ SE awareness creation ➢ Public education ➢ Social media ➢ Promote social enterprise positive news ➢ Support availability ➢ Social enterprise ideology involvement ➢ Conventional marketing limited ➢ Network growth	• spend some money and have a campaign • Highlight that Plymouth is doing well as a social enterprise city • The Council could highlight all the organisations that are social enterprises and point out to the general public and businesses what that means and how we should support them • Creation SE awareness and public education • The best way to create SE awareness and public education is through social media or TV • Conventional marketing can so little in promoting the public image of SEPs • Good SEs open the publicity and awareness of SEPs • Provision of support for existing social enterprises. • Conventional marketing limitation • More business should embrace the social enterprise ideology • Strategising on increasing Plymouth SE network value within the city. • Grow the number of social enterprises within the city • To strengthen the network • To grow the network • To increase the preference of social enterprise within the city	• *Well! I think maybe they can spend some money and have a campaign - whether that be via the radio or TV or news - and sort of highlight the fact that Plymouth is doing well as a social enterprise city, and that maybe other organisations and businesses could be supporting them; i.e. having business with them or using their services, and maybe the Council could highlight all the organisations that are social enterprises and point out to the general public and businesses what that means and how we should support them, and what the sort of, ethos behind what the social enterprises does. Very often ordinary people, the public, they don't even know what a social enterprise is; and actually, a lot of organisations don't know what a social enterprise is. So, it's creating an awareness, education. So, I think that the best way to do that is through social media or TV, you know, because that's gonna have a greater impact, and it wouldn't cost too much money. (P14SEMMI)* • *I think there's only some much you can with conventional marketing and I think what really opens good social enterprise places is really good social enterprises and I guess I would almost say that if Plymouth could do one thing with that, it would be really having more investment and more support for the organization that exist and maybe more staff and money to really bring the standard of social enterprises up. I don't think there's a problem with the overall standard of business in social*

		enterprise at all, but if business is locally handled in the social enterprise sector, we are really seen always as the top, the top businesses for that sector and that would help make the place seem more relevant, a really clear reason why Plymouth is a social enterprise city. I guess you can do things with marketing to some degree, like the things I talked about the businesses that sell to consumer, It would help with that, I guess it's difficult because more places are wanting to become social enterprise city and if they get an interesting outcome, the sector becomes the norm rather than the unusual kind of factor, and it's interesting to imagine a kind of, the UK working where it would be very much the normal situation where every business is a social enterprise, I'd like to imagine that kind of economy. (P12SEPF) • *I'll tell you what, we just had a strategy meeting and we decided them and if I'm really good I could probably find a piece of paper with it written on top, I don't know if I've got it, possibly not. Effectively there were to increase the way obviously the network is valued around the city, to grow the network and also to grow the number of social enterprises in the city. So those are the main 3 key ideas, to strengthen the network, to grow the network and to increase the preference of social enterprise within the city (P8SESSE)*

➢ Low social enterprise awareness ➢ Competitive offers ➢ Social enterprise pride ➢ Recognition ➢ Branding ➢ Marketing ➢ Identity ➢ Networking ➢ Stimulated interest ➢ Cultural engagement ➢ Certification impact	• Lower level of social enterprise awareness relative to the private sector. • Social enterprise should make competitive offers to customers. • The certification has increased in the pride of the city as a SEP. • Recognition • Marketing and branding identity and platform for businesses. • Improved and strengthen people's awareness about SEs. • Stimulated interest in the city from number of places. • Stimulated partnership avenues with social enterprises within the city. • City recognition and identity • No direct impact of the certification on organisation but there is positive difference on the city • Promoted networking • More partnership • Revived people's positivity culture for Plymouth.	• *More visible than the mainstream? Sadly, I don't think so, it's a kind of bitter one there, I think especially in way it almost doesn't matter, because if the social enterprise can put the right deal and right kind of offer in the front of the consumers maybe it wouldn't matter whether its social enterprise or not. it's still a good deal, but I think if you ask people in the street, if you walk around in Plymouth, I don't think a whole lot of people would necessarily identify very strongly if they want to buy from social enterprise or they would choose to buy social enterprise or what, I don't think many people would pay extra just to buy from social enterprises, it's my guess. (P12SEPF)* • *I think it has increased pride in city and pride in being a social enterprise, being part of something bigger again and recognition. What it means is that organisations like the city council and the university who are out of reach both within and outside the city have used it as part of their marketing and their branding which by doing that has also strengthened people's awareness about social enterprise and social enterprise brand itself. The fact that there has been a national recognition and accreditation means that the larger and more influential organisations have picked up from that and used it, which is being good for us internally, I think. And also, what it has done? It has stimulated interest in the city from a number of different places as well set for example power to change running a community business places pilot, Plymouth was one of the first*

		places they came to. So, what this mean is that; other national level project or initiatives are noticed something, and they go like "Oh! Maybe there's something interesting is happening in Plymouth, we'll talk to Plymouth social enterprise network and see if we can work with them on something. So, it been actually usefully for us in that way, especially being quite a long way for London and Manchester and places where a lot of those things start off. (P8SESSE) • *Personally no, because we've been running since 2003 doing what we've been doing. And also, for a long time Charities, and Charities are limited by a guarantee like us, were unable to apply for Social Enterprise funding. Likewise, Social Enterprises there's loads of grants they can't get, because they're a Social Enterprise and not a Charity. So, in terms of networking, and giving us more partnerships, and looking at the positivity's of Plymouth, it's been fantastic. Has it made a difference to us as an organization, not particularly because we were already thinking that's how we work anyway, so yes? (P3SELL)*
➢ SE awareness creation ➢ Public SE education ➢ Information sharing across SEPs ➢ Inter-SEP networking ➢ Support access	• SEUK should raise awareness and educate why people go into social enterprise • SEUK should educate the public regarding SE • SEs awareness should be taken to unknown territories and outside the SE sector. • Good relationship with SEUK • Organised networking with other SEPs to share ideas.	• *Again, you know, maybe, instead of moving within their own circles, broadening that to move in circles which involve just generally, knowledge...just ordinary people you know. To raise awareness and educate why people go into social enterprise; what we're trying to do usually in the communities or nationally. So, I don't think it's always about speaking to other social enterprises, I think it's about maybe going out into different*

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	• Access to information and access to network kind of support are the level of support from SEUK.	*arenas where there is no knowledge, and then announcing or explaining what it's about. (P14SEMMI)* • *Yes! So, we've got pretty good relationships with Social Enterprise UK. I think it was clear from the onset that the social enterprise places scheme, didn't come with any particular financial support for example, so there's no expectation for that. In terms of networking there's been regular networking meeting with Social Enterprise UK, and with the other place around the country which has been valuable and so it's connected us with our counterparts in other part of the country. We have been able to learn things from them and we've been able to get inspired with what they are doing and vis-via. I think what it partly also has made, is that when Social Enterprise UK has an initiative or something else that they're working on maybe unrelated to the place program, like for instance the social Saturday project, then because they're a social enterprise place we are close to the communication and we find out what's happening and we who has talked about them, so it has been helpful in that aspect. So it's generally helpful and but not a high level of support, a fairly sort of hands of access to information and access to network kind of support. (P8SESSE)*

Iteration 2: From Codes and Issues to Themes Identified
Interview - Plymouth

CODES	ISSUES DISCUSSED	THEMES IDENTIFIED
➢ Passion for social enterprises ➢ Social enterprise city ➢ Community oriented business ➢ Social Enterprise Universities ➢ Social enterprise economy driven ➢ Local city councilsocial enterprise involvement	• Plymouth is one of the leading cities for social enterprises. • Passionate people to set-up social enterprise • Willingness to give back to the community. • The city council's perspective to social value is difference to the SE's perspective. • City council's perspective is considered political and monetised whereas the SEs are interested in life transformation which doesn't translate to pound for pound profit. • Keeping tracking of social value to satisfy funders distracts. • Plymouth is a social enterprises city • The world's first Social Enterprise Universities • Some of our biggest houses are delivered by Social Enterprises • The total Council housing stock has been sold to a Social Enterprise organisation. • Social Enterprise organisation delivers some of the biggest social care contracts we've got in Plymouth. • Delivering quality small-scale services than we would have provided through traditional business methods.	1. People with the community are passionate and willingness to set-up social enterprises. 2. Big institutions like university embrace the social enterprise ideology. 3. Social enterprises are recognised community-oriented business 4. Local city councilis actively involved in the establishment of social enterprises. 5. Social enterprises are driving a relatively large aspect of the economy.
➢ City council supportive involvement ➢ Effective engagement from the council ➢ City council Supportive collaboration	• The council is supportive and involved with social enterprise. • The council is doing a fantastic job • There's a quiet large Social Enterprise Fund that Enterprises can apply for. • Definitely supportive collaboration between the Plymouth city council and the social enterprise sector. • Collaborative spirit	6. The local city council is supportive of the social enterprise sector. 7. The growth of the social enterprise sector has been managed effective by the local city council. 8. Supportive collaboration arrangement is in place between the local city council and social enterprises. 9. The social enterprises acknowledge that the local city

		council is doing a remarkable job with their sector.
➢ Local city and social enterprise partnership ➢ Local city council active partnership ➢ Mutual partnership community benefit ➢ Conducive business environment ➢ Business support ➢ Community development ➢ Social value synergy	• Synergy • Complimentary partnership • Competitive advantage • Specialisation • Recognise areas of strength and areas of support for partnership. • Plymouth has become a good germination platform for Social Enterprise • The council's active partnership for SE sector development • Input of seed funding for social enterprise investment funds. • The locality and the infrastructure and commerce has made it quite possible for Plymouth to develop. • Partnership between businesses plays an important role for social values to be created within cities. • With social enterprises, the best work seems to be done when they work together • Working together results in social value synergy	10. There is an active partnership between the local city council and the social enterprises 11. The nature of relationship between the local city council and the social is mutual. 12. Conducive business environment and business support were created by the local city council for businesses including social enterprises to thrive. 13. Social value is created synergistically by both the local city council and social enterprises. 14. Joint effort approach by the local city council and social for community development. 15. Social enterprises are recognised as partners by the local city council for community development.
➢ Partnership success factors ➢ Parity ➢ Shared vision ➢ Complimentary value ➢ Power share ➢ Mutual benefit ➢ Community interest ➢ Organisation contributory value ➢ Compromise	• Factors that fostered the success of the partnership • Values of each organisation • Values in terms of how you want to work together; • Transparency • Contributory power • Willingness to work together • Compromise • Parity	16. Partnership successes are premised on certain factor which include shared vision, parity and compromise. 17. Organisations in partnership must be able to proffer complimentary value.

	• Lack of shared vision could hinder the success of partnerships in creating social value • An overall shared vision would be necessary for any collaboration project	18. Equality of power share in partnership is indispensable. 19. The benefit of the partnership success must be mutual to organisations involved.
➢ Funding constrains ➢ Partnership funding-oriented projects ➢ Community oriented joint ventures	• Set-up and funding stream constrain partnership. • The council could facilitate the success of this partnership by providing funding to partnership projects.	20. Partnership oriented funding pot from the council will encourage more partnership within the social enterprise sector 21. Social enterprise partnerships tend to deliver more social value to the community.
➢ Growing social enterprise place ➢ Community development-oriented individuals ➢ Cooperative community ➢ Social enterprise place certification publicity ➢ Social enterprise sector awareness. ➢ Social enterprise place scheme	• Plymouth as a social enterprise place is growing • Growing number of passionate people wanting to do well for the city. • Willingness to bring about positive change in the city • Good momentum within the Social Enterprise Sector and the Voluntary Community Sector • Cooperative positive movement across sectors • there was a lot of momentum in the city. • The certification has helped to boost the sector in the city. • The SEP scheme has grown fairly significantly. • SEP scheme may lose its impact if the spread is not well managed.	22. Social enterprise place experiences growing number of social enterprises. 23. Social enterprise place certification has encouraged more individuals to engage in community-oriented projects. 24. The social enterprise place certification increases the level of social enterprise sector awareness. 25. Publicity for social enterprises has results from the social enterprise place certification.
➢ Funding support ➢ Match funding ➢ Social enterprise start-up	• Need to try and encourage more and new social entrepreneurship through earmarking some money. • Match funding up to five hundred pounds	26. The local city council encourages new social enterprise start-up through match-up fund

➢ Council's political support for social enterprises ➢ Specialist support ➢ Financial support ➢ Support in-kind ➢ Council's publicity and promotion ➢ Council executive support	• The council had no expertise in social enterprise • It was a political decision to support SEs • Plymouth council has a senior economic advisor with a specialist in social enterprise as a council support social enterprise sectors here in Plymouth • Support for SEs has been both in-kind ways and also in direct investment and loans. • There is a cross political party agreement here. • The success come from the Social Enterprises themselves • Political will from both political parties • Irrespective of the social enterprise status, the council will have encouraged. • The council encourages entrepreneurship in the city. • The council has been very vocal and very open with our support for the SE sector. • Encouraged Social Enterprise to grow in the city with either seed funding or with support political or executive support. • What Council has done is to support the Social Enterprises that are successful in the city.	27. There is political, financial, executive and specialist support for social enterprises. 28. Support in-kind is available for social enterprises from the local city council. 29. Social enterprises are promoted by the local city council.
➢ Cooperative council ➢ Economical beneficiary ➢ Active social enterprises ➢ Change ➢ Passionate individuals ➢ Budget cut ➢ Mutual support and benefit ➢ Council policies continuity ➢ Council's focus and vision	• Plymouth, a Cooperative Council puts Social Enterprise at the heart of its delivery methods and of its partnerships. • Supportive of the social enterprise idea • Social enterprise idea has been economical beneficiary to the city. • The Council has aspirations to be a Social Enterprise city • Social enterprises are active within the city • Passionate individuals for changes. • The Council's support for social enterprise has been positive • Social enterprises have a good relationship with the council • Despite the budget cut, the council has been supportive of social enterprises. • The council officials have good attitude towards social enterprises and talk more about being co-operative. • Continuity of policies despite can changes in administration within the council.	30. The local city council is a cooperative council 31. Despite budget cut, the local council city supports social enterprises for the city economic growth 32. Change in city council at the local city council has not impact the level of support social enterprises. 33. The local city council has a focused vision for social enterprise in the city

	• The council provides a sense of direction that helps businesses within the city.	34. Policies at the local city council has remained stable irrespective of the change in city council.
➢ Start-up fund ➢ Council direct contact ➢ Council's social enterprise network involvement	• The council's start-up fund allows social enterprise businesses to grow and develop • Plymouth city council is directly involved with the network • Established direct contact with SEs.	35. Establishing direct contact to the council will help social enterprise experience growth 36. The local city council is directly involved in the social enterprise group.
➢ Healthy relationship ➢ Direct involvement and engagement ➢ Publicity ➢ Network meeting attendance ➢ Organisational support	• The nature of the relationship existing within the Council and the Social Enterprise sector is very good and healthy. • The council has a seat at on the Social Enterprise Network governing board. • The council is directly invited to the Social Enterprise Network meetings. • The Plymouth network needs to be more supportive • There is need for PR and organisational support • Plymouth network meeting time should be alternated between day time and other timing for small enterprises. • More conferences and networking where social enterprises can engage more.	37. There is a healthy relationship between the local city council and the social enterprises 38. The local city council attendance at the social enterprise network meeting has been impressive. 39. Social enterprises benefit from the institutional support of the local city council.
➢ Progressive relationship ➢ Cordial relationship ➢ Active partner ➢ Social enterprise investment fund	• Progressive relationship with the Social Enterprises Sector. • The council is an active partner of the social enterprise network as opposed to service deliveries and service commissioners. • Good support from Plymouth city council for SEs • There is a social enterprise investment fund • Capital investment ring-fenced by the council for social enterprises • There is a cordial relationship with council offices to support SEs	40. There is a cordial and progressive relationship between the local city council and the social enterprises. 41. The local city council is not recognised a service commissioner but also as a active partner of the social enterprise network. 42. The local city council establishes the social enterprise investment

		fund to support the social enterprises in the city.
➢ Shared community responsibility ➢ Visibility ➢ Conversations ➢ Business attraction ➢ New businesses ➢ City attraction and engagement	• Established of shared ambition within organisations • Social enterprises visibility • Enhances meaningful conversations. • I think within business it has helped clarify that there's a shared ambition • I think it helps with visibility • Attraction for new businesses • Shared community responsibility enables cities to thrive.	43. The SEP certification has social enterprises more visibility within the city and nationally 44. The certification has promoted meaningful conversation within the stakeholders in the city. 45. More businesses have been attracted and relocated to city as a result of the SEP certification. 46. The community development is considered a shared between the local city council and the businesses. 47. The certification has helped businesses and social enterprises to have clear understanding of their social impact mission.
➢ Networking ➢ Social enterprise promotion ➢ SEP impact ➢ Branding identity ➢ SEUK relationship	• Good networking opportunity for social enterprises in the city • They also send the weekly newsletter which it's really useful and shared news • Promote social enterprises to the public • Social enterprise festival The SEP scheme has been enjoyable and impactful • Challenged with respect to branding and identity • Good relationship with SEUK	48. The SEP certification has a positive impact on the city 49. Social enterprise brand identity is SEP certification. 50. Social enterprise networking within the city is good.
➢ Growing social enterprises ➢ Organisational support structure ➢ Business partnership ➢ Active network	• Social enterprises within Plymouth are strong and growing • A community network of inspiring individuals with great ideas who are supported by strong organisation structures. • SEs are making difference within the city	51. The social enterprise network is active. 52. There is a policy support framework for social enterprises.

➢ Policy support framework ➢ Economic strategy ➢ Cooperative community	• Gaining increased recognition • Cooperative community of individuals. • Social enterprises have worked together to support their growth. • Active social enterprise network. • Positive environment in which social enterprises could grow and develop and be supported • Social enterprises added economic strategy as a growth sector • A mixture of practical help and the policy framework.	53. The number of social enterprises within the city is growing 54. Social enterprises are involved in the city economic development strategy 55. Social enterprises are making difference within city by contributing and creating social value.
➢ Political system impact ➢ Political ideology ➢ Successful business model ➢ Shift in concentration ➢ Local cooperatives and mutual ➢ Financial support ➢ Expertise on economic development ➢ Promotion	• Political system or the political parties impacted social enterprises within Plymouth. • SE proven to be a successful business model because the results of the council's investments being positive for the city • Shift in concentrations to local cooperatives and mutual over the next few years. • Plan to increase capital budget available to social purpose businesses from two and a half to four billion • Council's committed to offer financial support, expertise to economic development, promote outside of the city and improve the way it trades with social enterprises • Political ideology has an impact on the nature of funding available to SEs. • Budget cut • The network ensures that it is not political focused.	56. The local city political system has impacted the social enterprise within the city positively. 57. Social enterprises have attracted huge investment to the city 58. The social enterprise network is not political party focus and driven. 59. There is a shift of local city council's focus from social enterprises to cooperatives and mutual because of their stability. 60. The local city council commits to social enterprise promotion within the city.
➢ Social value creation ➢ Partnership social value promotion ➢ Influencer ➢ Fair-trade employer	• Closed pay gap • Living wage employer • Fair-trade employer • Fair-trade city • Support the community renewables and tackling fuel and food poverty	61. The local city council is committed to ensure social value creation within the city through partnership.

➢ Supportive city council ➢ Social value policies revisit	• Cabinet level committee with an advisory group on child poverty. • Social value creation is a collective approach from all businesses and SE, not just the council. • Partnership avenue to promote social value. • The council is an influencer. • The council is a cooperative council. • They seem really keen to work with the network to boast the sector in the city. • They established a social enterprise investment fund. • The council will continue to support the Social Enterprise network • Revisit our Social Values Policies to make sure it fits the purpose	62. The local city council is a strong influencer. 63. The local city council a living wage and fair-trade employer 64. The local city council social value policies need to be reviewed. 65. The local city council considers the city as a fair-trade town and a social enterprise place.
➢ Added value ➢ Social value delivers added value ➢ Social value defines	• Any service that delivers over and above the actual requirements for the contract contributes to that austerity • Social Enterprises is really good at delivering over and above what they're necessarily paid to do because their people focused and not business focused. • Social value is anything that adds value to wider society and communities in which business operate	66. Understanding of what social value represents. 67. Social value and added value are insuperable.
➢ Social value act ➢ Under-implementation of the Act ➢ Social value act review ➢ Need for simplicity ➢ Local city council collective social value act review ➢ More case studies ➢ Lack of understanding limits the act implementation ➢ Corporate sector social value involvement	• Social Value Act is being watered down in Plymouth. • I think it's hard to interpret in the first place. • Social Value Act need to be reviewed for simplicity • The review needs to be done through the various local authorities that are actually delivering it well • Need for more case studies of what good social value actually is. • The social value act has not been implemented as intended by businesses • Corporate sector is getting involved in social value. • Lack of understanding of the social value acts limits its full implementation.	68. Social value act is under-implemented 69. The social value act needs a review to simplify its complexities and mis-interpretation. 70. The review of the social value act should solicit meaning contributions. 71. Practising local city councils should be involved in the review of the social value act.

		72. Cooperate sector should be involved in implementing the social value act.
➢ Decision making ➢ Social enterprise promotion ➢ Lack of social enterprise understanding ➢ Social enterprise definition ➢ Creating social impact	• Social Enterprises should be invited to the top table for decision-making. • Promote what a Social Enterprise actually is • SEs are organisations that don't give their profits to shareholders • People are really, really confused about what a Social Enterprise is • Simpler about what they are set to achieve • Social enterprise definition • SE will be described as a business that commits to re-investing any surpluses or profit into achieving a state social environment objective. • It's not about generating income for shareholders or earners, it's more about that, paying back into society and creating social impact.	73. There is need to further clarity as to what social enterprise represents. 74. Social enterprise needs to be simplified. 75. There is relative low understanding of social enterprise. 76. Social enterprises need an effective promotion and publicity.
➢ SE awareness creation ➢ Public education ➢ Social media ➢ Promote social enterprise positive news ➢ Support availability ➢ Social enterprise ideology involvement ➢ Conventional marketing limited ➢ Network growth	• Spend some money and have a campaign • Highlight that Plymouth is doing well as a social enterprise city • The Council could highlight all the organisations that are social enterprises and point out to the general public and businesses what that means and how we should support them • Creation SE awareness and public education • The best way to create SE awareness and public education is through social media or TV • Conventional marketing can so little in promoting the public image of SEPs • Good SEs open the publicity and awareness of SEPs • Provision of support for existing social enterprises. • Conventional marketing limitation • More business should embrace the social enterprise ideology • Strategising on increasing Plymouth SE network value within the city. • Grow the number of social enterprises within the city • To strengthen the network	77. There is need for an aggressive awareness campaign regarding the difference social enterprises are contributing to the city. 78. Social enterprises are identified as the best promoted of their activities through the positive engagement in the city. 79. Effective marketing of the positive new regarding social enterprise will likely increase the preference for social enterprises. 80. New members need to be recruited and engaged within the social enterprise network.

	• To grow the network • To increase the preference of social enterprise within the city	81. There is a need to actively engage social media in creating awareness for social enterprises.
➢ Low social enterprise awareness ➢ Competitive offers ➢ Social enterprise pride ➢ Recognition ➢ Branding ➢ Marketing ➢ Identity ➢ Networking ➢ Stimulated interest ➢ Cultural engagement ➢ Certification impact	• Lower level of social enterprise awareness relative to the private sector. • Social enterprise should make competitive offers to customers. • The certification has increased in the pride of the city as a SEP. • Recognition • Marketing and branding identity and platform for businesses. • Improved and strengthen people's awareness about SEs. • Stimulated interest in the city from number of places. • Stimulated partnership avenues with social enterprises within the city. • City recognition and identity • No direct impact of the certification on organisation but there is positive difference on the city • Promoted networking • More partnership • Revived people's positivity culture for Plymouth.	82. Social enterprise should be competitive in their offering to clients. 83. Social enterprise should engage in effective marketing and promotion their services and products 84. Social enterprises take pride in the recognition attributable to the certification of the city as a social enterprise place. 85. More partnerships and networking have result from the SEP certification. 86. There SEP certification promotes social enterprise cultural engagement within the city. 87. City recognition and identity as a result of the SEP certification.
➢ SE awareness creation ➢ Public SE education ➢ Information sharing across SEPs ➢ Inter-SEP networking ➢ Support access	• SEUK should raise awareness and educate why people go into social enterprise • SEUK should educate the public regarding SE • SEs awareness should be taken to unknown territories and outside the SE sector. • Good relationship with SEUK • Organised networking with other SEPs to share ideas. • Access to information and access to network kind of support are the level of support from SEUK.	88. Public education regarding social enterprise is important. 89. Inter-SEP information share should be encouraged and organised regularly through SEP networking by SEUK to promote transfer of knowledge. 90. Access to support should be promoted by SEUK across SEPs.

| | | 91. Social enterprises awareness should not be limited SEP but taken to unknown territories. |
| | | 92. Benefits of trading with social enterprises should be promoted by SEUK. |

Iteration 3: From Basic to Organising to Global Themes

Interview - Plymouth

THEMES AS BASIC THEME	ORGANISING THEMES	GLOBAL THEMES
93. People with the community are passionate and willingness to set-up social enterprises. 94. Big institutions like university embrace the social enterprise ideology. 95. Social enterprises are recognised community-oriented business 96. Local city council is actively involved in the establishment of social enterprises. 97. Social enterprises are driving a relatively large aspect of the economy.	• There is an engaging level of commitment from the local city council regarding social enterprises within the city.	• **Greater local city council's commitment to drive growth of social enterprises**
98. The local city council is supportive of the social enterprise sector. 99. The growth of the social enterprise sector has been managed effective by the local city council. 100. Supportive collaboration arrangement is in place between the	• Supportive local city council promotes a place through the growth of its social enterprises.	

local city council and social enterprises.		
101. The social enterprises acknowledge that the local city council is doing a remarkable job with their sector.		
102. There is an active partnership between the local city council and the social enterprises		
103. The nature of relationship between the local city council and the social is mutual.		
104. Conducive business environment and business support were created by the local city council for businesses including social enterprises to thrive.	• Synergetic partnership between local city council and the social enterprise network underlines the nature of their mutual relationship.	
105. Social value is created synergistically by both the local city council and social enterprises.		
106. Joint effort approach by the local city council and social for community development.		• **Promotion of social value creation through synergetic and institutional partnership**
107. Social enterprises are recognised as partners by the local city council for community development.		

108. Partnership successes are premised on certain factor which include shared vision, parity and compromise. 109. Organisations in partnership must be able to proffer complimentary value. 110. Equality of power share in partnership is indispensable. 111. The benefit of the partnership success must be mutual to organisations involved.	• Institutional partnership success elucidates from complimentary value and shared vision.	
112. Partnership oriented funding pot from the council will encourage more partnership within the social enterprise sector 113. Social enterprise partnerships tend to deliver more social value to the community.	• The nature of funding pot will promote the increase of partnership within social enterprises to deliver more social value.	
114. Social enterprise place experiences growing number of social enterprises. 115. Social enterprise place certification has encouraged more individuals to engage in community-oriented projects. 116. The social enterprise place certification increases the level of social enterprise sector awareness. 117. Publicity for social enterprises has results from the social enterprise place certification.		

118. The local city council encourages new social enterprise start-up through match-up fund	• Match-up fund support for new social enterprises.	
119. There is political, financial, executive and specialist support for social enterprises. 120. Support in-kind is available for social enterprises from the local city council. 121. Social enterprises are promoted by the local city council.	• Availability of support for social enterprises from the local city council contributes to social enterprise active engagement and awareness.	
122. The local city council is a cooperative council 123. Despite budget cut, the local council city supports social enterprises for the city economic growth 124. Change in city council at the local city council has not impact the level of support social enterprises. 125. The local city council has a focused vision for social enterprises in the city 126. Policies at the local city council has remained stable irrespective of the change in city council.	• Budgetary cut does not necessarily limit a cooperative local city council's focused vision for social enterprises.	• **Provision and availability of support over budget cut**
127. Establishing direct contact to the council will help social enterprise experience growth 128. The local city council is directly involved in the social enterprise group.	• Local city council should maintain an easy access for social enterprises.	

129. There is a healthy relationship between the local city council and the social enterprises 130. The local city council attendance at the social enterprise network meeting has been impressive. 131. Social enterprises benefit from the institutional support of the local city council.	• Having a healthy relationship with the local city council by social enterprises is key in accessing institutional support.	
132. There is a cordial and progressive relationship between the local city council and the social enterprises. 133. The local city council is not recognised a service commissioner but also as an active partner of the social enterprise network. 134. The local city council establishes the social enterprise investment fund to support the social enterprises in the city.	• The nature of relationship between the local city council and social enterprises has been progressive.	• **Prioritisation of healthy relationship to sustain support availability**
135. The SEP certification has social enterprises more visibility within the city and nationally 136. The certification has promoted meaningful conversation within the stakeholders in the city. 137. More businesses have been attracted and relocated to city as a result of the SEP certification.	• SEP certification status drives greater recognition impact and new business attraction.	

138. The community development is considered a shared between the local city council and the businesses.		
139. The certification has helped businesses and social enterprises to have clear understanding of their social impact mission.		• **SEP certification drives business growth and economic development**
140. The SEP certification has a positive impact on the city		
141. Social enterprise brand identity is SEP certification.	• SEP certification gives social enterprises brand identity.	
142. Social enterprise networking within the city is good.		
143. The social enterprise network is active.		
144. There is a policy support framework for social enterprises.		
145. The number of social enterprises within the city is growing	• An active social enterprise network impact a city economic development strategy.	
146. Social enterprises are involved in the city economic development strategy		
147. Social enterprises are making difference within city by contributing and creating social value.		
148. The local city political system has impacted the social enterprise within the city positively.	• Change in power at the local city council doesn't necessarily have to negatively affect social enterprise support.	
149. Social enterprises have attracted huge investment to the city		

150. The social enterprise network is not political party focus and driven.		**Political change doesn't impact social enterprise**
151. There is a shift of local city council's focus from social enterprises to cooperatives and mutual because of their stability.		
152. The local city council commits to social enterprise promotion within the city.		
153. The local city council is committed to ensure social value creation within the city through partnership.	Local city council create social value through social enterprise partnership.	**Social value creates added value**
154. The local city council is a strong influencer.		
155. The local city council a living wage and fair-trade employer		
156. The local city council social value policies need to be reviewed.		
157. The local city council considers the city as a fair-trade town and a social enterprise place.		
158. Understanding of what social value represents.	Social value and added are synonymous	
159. Social value and added value are inseparable.		
160. Social value act is under-implemented		
161. The social value act needs a review to simplify its complexities and mis-interpretation.		

162. The review of the social value act should solicit meaning contributions. 163. Practising local city councils should be involved in the review of the social value act. 164. Cooperate sector should be involved in implementing the social value act.	• Social value act needs an effective urgent review for clarity and delivery of its expectations.	• **Poor engagement with the Social Value Act due to ambiguity of terminologies**
165. There is need to further clarity as to what social enterprise represents. 166. Social enterprise needs to be simplified. 167. There is relative low understanding of social enterprise. 168. Social enterprises need an effective promotion and publicity.	• The term "social enterprise" needs a standard and a clear definition.	
169. There is need for an aggressive awareness campaign regarding the difference social enterprises are contributing to the city. 170. Social enterprises are identified as the best promoted of their activities through the positive engagement in the city. 171. Effective marketing of the positive new regarding social enterprise will likely increase the preference for social enterprises.	• Intensive Social enterprise awareness campaign is at its crucial stage to sustain its membership.	

172. New members need to be recruited and engaged within the social enterprise network. 173. There is a need to actively engage social media in creating awareness for social enterprises.		• **Social enterprise awareness campaign is of priority**
174. Social enterprise should be competitive in their offering to clients. 175. Social enterprise should engage in effective marketing and promotion their services and products 176. Social enterprises take pride in the recognition attributable to the certification of the city as a social enterprise place. 177. More partnerships and networking have result from the SEP certification. 178. There SEP certification promotes social enterprise cultural engagement within the city. 179. City recognition and identity as a result of the SEP certification.	• In addition to the promotion attributable to SEP status, social enterprise should effectively engage in competitive marketing and services.	
180. Public education regarding social enterprise is important. 181. Inter-SEP information share should be encouraged and organised regularly through SEP networking by SEUK to promote transfer of knowledge.	• SEUK should educate the public and promote information share among SEPs.	• **Stakeholders and public education by SEUK**

182. Access to support should be promoted by SEUK across SEPs. 183. Social enterprises awareness should not be limited SEP but taken to unknown territories. 184. Benefits of trading with social enterprises should be promoted by SEUK.		

Iteration 1: Coding Framework and Text Dissection

Interview - Salford

CODES (Specific Topic)	ISSUES DISCUSSED	*INTERVIEW QUOTES*
➤ An Approach ➤ Social well-being ➤ Environmental well-being ➤ Economic well-being ➤ Business process design ➤ Social difference ➤ Economic difference ➤ Environmental difference ➤ Business transaction ➤ Added value ➤ Social bits ➤ Distance travelled ➤ Quantification ➤ Changes in people's experiences	• Social value as an approach • Social value is social, environmental and economic well-being • Social value is an ethical way of doing business • Social value an approach to design business processes • Social value is the social and economic and environmental difference by business transaction • Social value and added value • Social value is about valuing the social bits • Social value is the distance travelled • Social value is quantification changes people experience.	• *Social Value is an approach, not a thing. It's a way of doing business…a way of achieving maximum value for money bearing in mind social, environmental and economic well-being outcomes It is not just social, environmental and economic well-being, but it's a way to achieve that and a way to maximise the value for money while achieving that. Social value is short-hand for an ethical way of doing business…It's not a process you follow; it's an approach that you take when you design your business processes, which end up as a social impact as the outcome or the impact. (S11SESSE)* • *Social value is the social and economic and environmental difference that's made by an act or a business transaction. I think there's social value and then there's added value, which is an interesting one. Social value is about valuing the social bits...a lot of what we do for instance is we talk about*

		changing lives....the distance travelled - that was a big European term for measuring change. it's just a different phase, I think it's an Act, but I think it's about good practices as well as compliance. (S12GOVTLC) • *Social value is the quantification of the relative importance that people place on the changes they experience in their lives. That's really core to what we do and what we advocate for. It's our understanding of where the value is - where the social value is, it lies in the experience of change for the people who are experiencing that change. (S9SENNO)*
➢ Organisational social value embedment ➢ Organisational processes ➢ Organisational policies ➢ Organisational strategies ➢ Wider organisational engagement ➢ Wider organisational understanding ➢ Sectoral social value engagement ➢ Social value institutionalisation ➢ Contractual review ➢ Process review	• Social value embedment in organisations' processes, policy and strategy • Social value is part of cultural change • Social value needs wider organisational engagement and understanding • Social value involves organisational cultural change • Social value should involve all sectors - Institutionalisation of social value • Contractual and process review	• *Social value should be embedded into an organisations' processes, and their policy and their strategy. It is a part of a cultural change. There needs to be a wider engagement with the organisation itself, so actually looking organisation change or cultural change within that organisation to understand what social value is, and what the social value of the Organisation is, and why that's important, and its important because it's making an impact and changing people's lives. I also think it's hugely important in terms of actual organisation change and cultural change. (S9SENNO)* • *Every organisation, whether they're private sector or public sector or charitable sector - should demonstrate the social value. (S12GOVTLC)* • *We're also along with reviewing our procurement strategy - an awful lot of work has been done there, working with the centre for local economic studies and an organisation called CLES, who are really quite fantastic at some of this work. So, it's been a lot of activity and the dots are now aligned*

		and we've got a clear understanding of where we need to go now in terms of embedding social value into all of our commissioning and procurement activities as a local authority. (S10GOVTLC)
➢ Challenges ➢ Misunderstanding of concept ➢ Shared understanding ➢ Shared language ➢ Misconception ➢ Impact management ➢ Obsession ➢ Social benefit ➢ Economic benefit ➢ Sustainable development ➢ Educational benefit	• Social value challenges • Lack of concept understanding • Absence of shared understanding • Important to have shared language and understanding • Social value misconception • Managing impact and cost associated • Obsessed with social and economic benefits of social value • Neglect of environment benefit of social value • Sustainable development preceded social value • Educational benefit is an additional benefit of social value.	• *There's a lot of challenges face along the way fundamentally, first of all, is people understanding the actual concept and getting a shared understanding, within their organisation, can be difficult, and it's in them, through having that shared language and understanding why it's important for the organisation to think about; then you start using that to understand why you would want to be embedded in this process. There's a number of misconceptions about social value, about managing your impact and about the cost associated with that, and so I think that's another challenge for an individual who is advocating for this or for an organisation that is trialling and trying to go down the process of accounting for their value. (S9SENNO)* • *You create social value, it's because when you started to do something, at the forefront of your mind is - is there any social benefit? is there any economic benefit? and is there any environmental benefit? I think for me often people stop once they think about the social benefit. I think people who are trying to save money, like councils, are obsessed with only the economic benefit, and I think hardly anyone ever thinks is there any environmental benefit. So, one of the things for me is that if you look at principles of sustainable development long before we add social value is the 3-legged stool conversation - as you know we all need economic, social and environmental benefit - there are some*

		that say you should have the fourth, which is educational benefit. (S12GOVTLC)
➢ Reporting ➢ Qualitative ➢ Quantitative ➢ Different measuring techniques ➢ Recognition ➢ Inconclusive value ➢ Financial value ➢ Full picture ➢ Resource allocation ➢ Value creation understanding ➢ Impacts on people ➢ Framework ➢ Structured reporting	• Reporting of social value • Qualitative or quantitative social value reporting • Stories, case studies, photographs, distance travelled • Different ways of social value measurement • Social value recognition and capture • Financial value accounting not accurate • Financial value accounting and social value accounting provide full activities picture • Absence of social value reporting affects resource allocation decisions • Understanding whole value created helps with the best decisions • Positive impact on people's lives. • Framework approach to reporting • No one way of reporting social value • Social value reporting needs to be structured than prescribed.	• *…it's really important to demonstrate the social value particularly the social organisations, whether they do that by qualitative stuff like stories, case studies, photographs, distance travelled, or whether they do that by numbers, quantitatively, so you know, there's a whole thing…Social value can be measured in different ways, and shouldn't always be measured, but at least be recognised - social organisations should have to be able to say what difference they're making. (S12GOVTLC)* • *I think that its important because now in the society that we're living in, we are accounting for financial value - not completely - but in the primary that's the only value that's accounted for consistently and it doesn't give a full picture of the activities that we're doing and the value that's being created and destroyed by those activities - whether that's in the private sector, public sector or civil society. And that is affecting the decision-making that's been made - if we're only emphasising the financial value that's being created or destroyed - we're missing the whole picture, and therefore the decisions about where we're allocating our resources are affected or skewed toward the maximisation of the financial value only at the expense of the other factors - so social, environmental factors that aren't being included. Its hugely important for people to understand the whole value that's being created so that we can make the best decisions, that are going to have the most positive impact on people's lives. (S9SENNO)*

		I think you can have a sort of framework type of approach. It's basically a logic model - you follow a series of questions, key lines of inquiry and you think about it in a structured way, and it's just telling a structured story really. But that means that you can do it on...I know organisations with no staff and just run by volunteers that can do it, as opposed to social enterprises with millions of pounds of turnover. So, an organisation that has been doing that for years is Trade Craft. Trade Craft has been doing social accounts and audits for 20 years - they were one of the original people who were doing it. So, yeah, I think it is possible, but it needs to be a framework ... and the fundamental reason is, unlike financial accounting where you're measuring all in pounds, there is not one way, not one unit of social value or social impact. So, you've got to structure it rather than prescribe it. (S11SESSE)
➢ Social value compulsory for social enterprises ➢ Social value is equally important as financial value ➢ Strategically plan for both financial and social value ➢ Organisation success ➢ Financial sustainability ➢ Social value sustainability ➢ Trade for good ➢ Having a social vale approach ➢ Social value demonstration	• Social value is important for social enterprises • Social value is social enterprises focus • Social enterprises need equal social value as financial value • Strategic planning for both social value and financial value. • Success of that organisation is equally based on its financial sustainability as its social value sustainability • Trading for good of the people • Social value approach • All organisation should demonstrate social value	• *Social value is fundamentally important for social enterprises because of the focus of the social enterprise itself. A social enterprise needs to engage with and understand what its social value is, to an equal measure as it understands its financial value. To be able to do that, then that organisation needs to be engaging with, and accounting for its value right from the get-go, in the same way as it would be accounting for and budgeting for the financial value that it would be creating right from the beginning. Success of that organisation is equally based on its financial sustainability as its social value sustainability. (S9SENNO)* • *Social value is part of being a social enterprise - if you want to say that you're a social enterprise then you're*

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		trading for good as it were; for the good of people, society, planet etc. Then you must be doing social value, you must have a social value approach to achieve that. Otherwise, you're lying when you say you think that you're a social enterprise. (S11SESSE) • *Every organisation, whether they're private sector or public sector or charitable sector - should demonstrate the social value. To me you should always go with the organisation that's adding value. So, we really need to be targeting, but we need to make sure these organizations social enterprises, voluntary organizations, community groups - are delivering social value. It should be incumbent on all organisations to demonstrate social value. (S12GOVTLC)*
➢ Grant funding ➢ Income sustainability ➢ Grant funding misconception ➢ CVS ➢ Business support	• Most social enterprise depends on grant funding. • Social enterprise should trade for income • CVS • Social enterprise grant funding misconception • Little or no business support	• *You would struggle to name social enterprise in Salford that hadn't had a grant of us, we administer the grants. The point of a social enterprise is to try, to endeavour to generate income from the sale of goods and services to pursue social aims, but sometimes they get a grant and that's fine. (S12GOVTLC)* • *There was some amount of funding for craft group in 2015, but then that funding is not there anymore. It means you can't reapply for it, but in terms of support not really don't provide any business support or anything, but we have gotten support through CVS, which is an independent charity. (S6SEEYP)*
➢ Budget cut ➢ Austerity ➢ Social value as a tool ➢ Poverty alleviation ➢ Business partnership	• Local council budget cut • Existence of austerity • Social value a tool to do things differently • Partnership with business in tackling poverty	• *More, a little bit about mitigation of budget cuts so quite clearly the Council said, look, we know we've got austerity, we know our budget's been cut dramatically, we know we need to do things differently, so social value is*

➤ Local authority statutory duties and funding disjuncture	• Influencing partnership • Disjuncture in how local authorities are financed and, what their statutory duties are.	*part of doing things differently because we can't just spend our way out of trouble anymore. So, we know there are lots of people who are unemployed, living in poverty etc, we can't just get lots more money in and spend it providing schemes to help people, we can't do that. So, social value is one of the tools that we have, one of the approaches that we have for doing things differently. So, we're working with businesses. We try to influence people to help us tackle poverty. So that I guess is the main driver in Salford is tackle poverty.* **(S11SESSE)** • I would argue that some of that is constrained by what's happening in terms of local city council financing…there's clearly a bit of a disjuncture in terms of how local authorities are financed and funded, what their statutory duties are, and what city council's doing nationally with the legislative process around social value and social enterprises (S10GOVTLC)
➤ Partnership ➤ Partnership challenges ➤ Trust building ➤ Communication ➤ Conflict management ➤ Relationship building ➤ Competition ➤ Value delivery ➤ Quality time ➤ Market niche ➤ Synergy ➤ Digital competition ➤ Sustainable social impact	• Agree to work in partnership • Partnership not easy to do • Pre-requisites for a good partnership relationship • Good relationship builds on trust, communication, and clarity • Partnership is about managing relationships and dealing with conflict • Competitive advantage goes along with great relationships • Need to spend some quality time to think on maintaining good relationship. • Building relationship to deliver value to people. • Unique strengthen identification in partnership • Market niche identification	• Everybody agrees that you should work in partnership, and it's hard to argue against, but it's not always that easy to do. Pre-requisites for a good relationship are trust, communication, and clarity. At times, it's not always about befriending, it's about managing relationships and dealing with conflict and decoupling at times if it's absolutely necessary. You do have to have some level of competitive selling points. You might have great relationships, but you have nothing to offer; people get pretty disinterested in that. But if you've got something competitive and you've got good relationships as well, that makes a big difference… spend the rest of the time thinking about keeping the competitive edge; how can you

	• Synergy • Digital media competition • Sustainable behavioural changes	enhance that and how do you handle the related consequences of what you do, because everything that you do has some kind of impact down the road on the relationships. We're about building those relationships and trying to deliver value for people using the vehicles that we've got. (S13SEIMHS)
		• When we partner with larger social enterprises, essentially, our pitch to them is that, we will do your innovation while they do the mainstream delivery. Generally, there aren't any other organisations trying to offer that sort of thing. In that respect the competition is relatively small. I think where we might see competition is more about people trying to approach from completely different perspectives, using new digital media as the solution to everything. That's probably more where the competition might lie, whereas we're coming from people as the main solution. That in a way, is perhaps harder to sell because it's easy to see what digital platform can do. It's much harder to see what people can do but we tend to think if we get the behaviour change right, it's much more sustainable and eventually become cost free because people just start to do stuff for themselves. You don't need to keep funding it forever. So, there's some competition but it's not direct competition in the sense of a traditional market. (S8SESSI)
➤ Executive support presence ➤ Non-executive support absence ➤ Lack of communication ➤ Different level of understanding	• Absence of practical support from council non-executive • Existence of council executive support • Lack of communication between council executive and non-executives regarding support	*There wasn't necessarily support in terms of practical support; I don't think they are particularly good at that. Where we had support was other sort of highest levels, so we had support from the Mayor as at that time. He was Ian Stewart, from a couple of his deputies who's now the current Mayor, Paul. Within the council at operational level, there are lots of people who still*

➢ Lack of understanding of what social enterprise represent ➢ Limits in level support ➢ Unhealthy relationship ➢ Council publicity ➢ High-profile ➢ Locality plan ➢ Canvasing and publicity ➢ Council-business alliance	• Existence of executive support and lack of non-executive support • Lack of internal join-up approach for social enterprises • Salford city council staff lack social enterprise understanding • Non-mutual relationship • Executive representation at events • Organised high-profile events • City council publicity and promotion • Influencing locality plan and strategy • Partnership and alliance	*don't understand what social enterprise is and what support they might provide for social enterprises…the council's running this has been quite minimal actually and that's in some respects is very intentional. We take the business team for example; they should be in our view at least working to think what they might provide for social enterprises in the next few years. I think there's a stat, constantly doing the rounds at the moment that something like thirty-seven percent of new business start-ups are social enterprises, which is quiet, it's a pretty heathy figure. They should be looking at what they're going to be doing to understand social enterprises and what support they provide for them but there's nothing happening. We don't have the time to speak with them and help them to do that basically. So rather than attempted to engage with them, we just kept them at my arms and I guess that is what we have done. (S4SECBN)* • *I think it's been supportive. I'm not sure I will describe it as a partner because they are not against us and they just use the logo sometimes. The Mayor came when we had the last visit from SEUK and that was great. (S18)* • *In terms of what we've achieved, we've had some high-profile events. We've got people like our City Mayor on board. We have got social enterprise talked about in our locality plan, which is a health and social care locality plan. (S12GOVTLC)* • *And it's something that the City Mayor is going to businesses and talking about pretty regularly, and sort of saying look 'come here, work with us,*

		let's benefit local people', and actually it's not putting businesses off. (S11SESSE)
➢ Political tension ➢ Mutuals and Partnership agreements ➢ Misclassification of SEs ➢ Politicians Misunderstanding about SE ➢ Restrictive SE investment ➢ SE growth independency of the Council ➢ Lack of political will ➢ Funding challenges ➢ Join-up approach ➢ SE economic constraints	• Political tension • Mutuals • Partnership agreements • Labelling • Voluntary sector • Generalisation of social enterprises • Little understanding about SEs • Restrictive investment due to unclear understanding of politician about SE. • No financial resources • Social enterprise movement growth independent of council • Lack of joined-up approach for economic development • Absence of economic development strategy • SE exclusion from economic plan • Social enterprise constraints	• Do you know, we start running into political problems here in Salford because Salford Council has a number of very senior politicians who are very traditional labour, and their thought is that Salford City Council in order to properly fulfil its duties, it should have everything in-house, it should be running things, the state should be big etc... And there's a lot of tensions because although it's created some mutuals and it has entered into partnership agreements around health and social care and things like that. There's a lot of tension around it and some of those politicians see the voluntary community social enterprise sector as the voluntary sector. So, they are a bit like this - you start to explain to them about social enterprises and they see them as businesses and they are quite uncomfortable out it, and that I think is one of the reasons there hasn't been the level of investment in terms of resources and effort in the past. Now, they haven't got any money so... but I think there's something about that, that in a way the social enterprise movement in Salford has grown in spite of the Council, with its blessing, but not in any way driven by the Council. (S11SESSE) • • At the moment, what we haven't got as much as we could have been a joined-up approach to that economic development, which in the mix would be big business - making sure that social value is at the heart of it - and the role that social enterprise can play, particularly at SME level, because not everyone works for big businesses do they. I think that they haven't got a strategy for social enterprise but that's because they haven't gotten an

		economic development strategy. If they had one, it would be in there. I don't think the Council has a constraint with social enterprise at all, I think it's has been supportive in Salford. I think what's a constraint to social enterprise is lack of money, welfare reform, putting pressure on people, you know, aging population, more people being careless, all of those things, pressure on the NHS, all of those things, and then the rest of people's lives, so consequently they've got less time to maybe follow a vision of being enterprising. (S12GOVTLC)
➢ Lack of information ➢ Lack of adequate city council connection ➢ Low level of politician's engagement ➢ Low local council political enthusiasm ➢ Low national city council enthusiasm ➢ Social value Act watered down	• The City Council lacks accurate information about is happening within the city • Lack of adequate connection with the city's social activities • Politicians need to participate more in the city's activities • Lack of enthusiasm from politicians about SE's activities • Social Value Act watered down • Lack of enthusiasm for social enterprise at the national level relative to other countries	• This comes back to the point I was just making, really in terms of devoting more time, effort and energy to (1) educating ourselves about what's going on in the City, because you know, I don't naturally know about all the activity that's taking place in the city. It's about trying to encourage more of that for all the politicians of the City Council to I think to get out there and see for themselves what's going on in the city. And, I guess we as leaders have a role to play there to try and encourage that without mandating it because we can't really mandate it, but I can certainly try and encourage it. (S10GOVTLC) • …maybe, and like I say, the social value act did get incredibly watered down, maybe there actually isn't this - nationally, there is not the love or enthusiasm for social enterprise that there possibly is in other countries. (S11SESSE)
➢ Cooperative movement ➢ Concept evolution ➢ Social benefit evolution ➢ Social benefit ➢ Inclusive economy	• SE is an adaption from the cooperative movement • SE idea is an evolves from another concept. It is not totally new • SE creating Inclusive economy • SE creating Inclusive economy	• *And in many respects, they replicate for me things that have gone before in terms of the whole co-operative movement, which as we know was started in Rochdale, but obviously, there are new forms of that in many respects. So, it's quite exciting, and it's*

➢ Social alliance	• Social impact for local people • Not enriching an exclusive few. • Common purpose • Working together for the greater good	*about creating an economy that is inclusive, and that directly benefits the people who work in it rather than the people who sit behind the financing of that economy. (S10GOVTLC)* • *…the Council is aspiring to be a cooperative city, so a real clear sense of the role of cooperatives and cooperation and if we're honest, social enterprises really is just a new name for social business, community business, and the forerunners of that were cooperatives….we're working towards something and I think the good thing about alliances is you get a broad group of people with a common purpose. And if we go back to cooperation - that's really what it is isn't it - that group, the cooperative movement is that. So, whether we term it social enterprises or alliances or cooperatives, it is about working together for the greater good. (S12GOVTLC)*
➢ Relationship ➢ Social value charter ➢ Living wage ➢ Living wage charter ➢ Partnership ➢ Volunteering strategy ➢ Idea replication ➢ Social value alliance ➢ City council SV support	• Good relationship • There is social value charter • Ten Percent Better about social value gain organisations • Living wage for the city • Living wage employer • Volunteering strategy group • Impacts of volunteering and the social value • Encourage partnership because someone is doing something similar • Social value alliance • Social value has the buy-in at the top.	• *The sector as a whole has got a really good relationship. I think that what's good in Salford is we've come up with a social value charter, we've come up with ideas about another program campaign called Ten Percent Better which is about social value gain organisations to sign up to do a further ten percent. We've looked at the living wage for the city. We are a living wage employer. We've got a charter on living wage so that was part of all the social values. We've now got a volunteering strategy group that's looking out the impacts of volunteering and the social value that brings. Next stage is to get our staff in and volunteers to make their own pledges. We can make pledges as an organisation but how better would it be to have everybody doing a pledge, you know. (S1SEHVP)*

		• *Sometimes what we do actually is deter people from going it alone and try to get them to work with each other because somebody else is already doing something similar. Social value campaign I think the social value alliance is really important in Salford, it's got buy-in from the top and Salford Council published a social impact report in November. (S12GOVTLC)*
➤ Partnership and alliance ➤ Cooperative movement ➤ Visionary ➤ Shared understanding ➤ Shared language ➤ Shared standard of practice ➤ Communication ➤ Peer review ➤ Cultural change ➤ Partnership grants and funding ➤ Partnership fright and risk	• Alliance and cooperative movement in Salford. • Broad group of people with a common purpose • Working together for the greater good • Shared understanding of organisations' view on links and differentiation • Openness between each organisation • Communication is key to support • Learn from each other • Convergence of ideas • Working towards getting shared language and shared standards of practice • Linkages paper or a comparison paper and that's looking at the methodologies and the framework • learning cultural differences; work processes; different ways of doing things and different tones of voice or communications • Different organisational goal agenda • Willing to work in partnership • Funding pots encouraging partnership. • with the voluntary sector. • Partnership grants. • People are bit frightened about the partnership • Partnership make people think	• We're working towards something and I think the good thing about alliances is you get a broad group of people with a common purpose. And if we go back to cooperation - that's really what it is isn't it - that group, the cooperative movement is that. So, whether we term it social enterprises or alliances or cooperatives, it is about working together for the greater good. That's how I see it. (S12GOVTLC) • What works well together is a shared understanding of each other's organisations and a view on where we link together and where we differentiate and set up through communication and a shared understanding and openness between each organisation. I think that communication piece is certainly key in making sure that there that openness between the organisations so that you're continuing to learn from each other and support one another all the way along that. It really is looking to work towards a convergence of ideas so that we're working towards getting shared language and shared standards of practice so there is this assurance and trust in social value or social accounting as we go forwards. One thing that we really like to do with a number of different organisations that we've partnered with is something we call a linkages paper or a comparison paper and that's looking at the methodologies and the framework that

	• Partnership may result reputational risk • Partnership is a bit of a dicey war	we have about the 7 principles of social value and seeing how and where those compare to the framework's methodologies that are being used in other organisations. Working in a partnership is learning each other's culture, certain different organisations work differently, have different processes, have different ways of doing things, have different tones of voice or communications, and aligning on that so that when you're talking in a partnership way - takes some work. whilst you want to support one another and find your shared voice, each organisation still wants to be able to be able to promote and advocate for their own agenda. (S9SENNO) • I think it's pretty good. I think most partners will work together if I've got people I know in the sector working in mental health, I will work with them on certain projects. I think there's been one really good thing that's come out of the funding streams because the CCG gives funding to CVS to distribute as grants. One of the recent ones has been partnership grants. You can get the partnership grant over five years and three years. It is encouraging because people are bit frightened sometimes of working partnership because they're not sure how it all works. These funding pots are really good to encourage partnership working. We've got a partnership funding grant for working with Salford Reds because they do a lot of mental health stuff be it sports. We do mental health stuff and we do in a different way so that Captain Confidence with the children - that's an ideal way of going into schools. They've got a lot of contacts in schools. They can do the rugby; the exercise debates and we can do the art debates. I think it's a really

		good idea to have funding streams that relates to partnerships because it will make people think. Obviously with any partnership, what you have to do, you have to know your partner. when you've entered into the partnership you've got some funding that they are not delivering so your reputation is at risk…there are people within the city that we won't work with, either because they are not of the same activities or field…we may have on our fingers burned by and we won't work with them again, because obviously from my point of view it's about reputation. Once you have reputational damage it's very difficult to recover from that. Partnerships are a bit of a dicey war. You know you've got to be careful but there's nothing wrong in working with partnerships and in partnership with people, but you have to know what you are getting into first and you have to investigate who you going to work with. (S1SEHVP)
➢ Cooperative culture ➢ Cooperative city ➢ Support council ➢ Economic development ➢ Poverty alleviation	• Cooperative community • Supporting each other • Salford DNA – support • The council aspires for a cooperative city • The Council is supportive • SE bring economic development to Salford • Help address austerity	• *I think in Salford there's always been a sort of community approach, and a social approach to doing things that people will actually support each other. 150 years ago, there was a lot of cooperatives in Salford, same sort of thing - so people will help each other, will support each other, it's something in the DNA more than anything else but it is incredibly difficult to do. (S11SESSE)* • *Well I think the Council is aspiring to be a cooperative city, so a real clear sense of the role of cooperatives and cooperation and if we're honest, social enterprises really is just a new name for social business, community business, and the forerunners of that were cooperatives. So, it's not a separate thing. I think that they are supportive of social enterprises as an idea. I think they see the development of social enterprises could potentially bring*

		some economic benefits to Salford. It could maybe address some solutions as the State retracts because of austerity. (S12GOVTLC)
➢ Achievements ➢ SEP certification ➢ Think impact ➢ Building impact consciousness ➢ Think and environmental friendliness ➢ Historical insight ➢ identity ➢ Promotion ➢ Co-operative culture ➢ Information dissemination ➢ Big organisational involvement	• The status made it easy to hang all achievements • SEP certification beneficial • Private firm think impact • SEP certification been impactful • Private-social enterprise relation • Economic and environmental impact • Social enterprise communal value contribution • Identity and recognition • Affirmation of diverse social activities • Connecting the past • Telling interesting stories • Facilitates involvement large institutions • Knowledge exchange with others SEPs • Connecting people • Organisational role model. • Explore and revive the historical insight of Salford • Interlink of Salford's history and SE ideology • Enriched co-operative culture among Salford locals. • The place status has help promote SE agenda	• *Yeah, I think so it has been beneficial to both of those in different varying degrees…for a private company actually and what it might mean is that they've started to think a little bit more about their only impact on either the environment or the local economy all those kinds of things. (S4SECBN)* • *Probably, but it wouldn't have anything to hang on would it? So being that to say we're a social enterprise place - we're the first city in the North West, you know, people get a bit puffed up; its Salford, people buy into Salford - it's a 'place', it's got an identity. I think also connecting to our past really, so it's some interesting stories. The story of Cowherds and how Cowherds started a vegetarian society, and now Paul and John have got Cowherd social enterprise now. I think it's enabled us to tell a few stories. it's moved social enterprise up the agenda, having that place status, in a way that we wouldn't have had it. And, maybe some of the bigger institutions wouldn't have wanted to get on board so much. It's been good because we've gone and met people from other places - so we're learning what they were doing in Digbeth, learning what they're doing in Plymouth, learning about Alston Moor being the first place, and it's a village. So, I think meeting people. I think also connecting us into Social Enterprise UK - it's been important for doing that, which again, although we don't get any money and mainly it's not like they've got a base here - it gives us a connection to them which I think is important. (S12GOVTLC)*

		• *Yes. I think it's nice to have the social enterprise city or social value city and be first to things, but I think we would still, we'll still get on and do things whether you got a kind mark or not. (S1SEHVP)*
➢ Success ➢ Recognition ➢ Market ➢ Economic and social impact ➢ Political acknowledgement ➢ Enterprising city ➢ Status ➢ Social impact ➢ Corporation ➢ Culture ➢ Economic strategy ➢ Passionate for communal development	• Reputational benefit • Award recognition • Market for social enterprises • Social impact • Political acknowledgment • Social enterprise city • Social enterprise status • Status made a difference • People's corporation • Enterprising culture • City's economic strategy • Social enterprises driving the city forward • Building the momentum amidst budgetary cuts	• The reputational benefit is huge. This is an important and growing agenda, but Salford was recognised and has won awards, from Social Enterprise UK I think it won an award for building the market for this in 2016. So, it's been recognised and won awards for actually leading in doing this and developing ways to build the market for social enterprise, to build the market to create social impact etc. (S11SESSE) • I think it's a political acknowledgment of a lot that was already there. It's a recognised thing that stands out. It influences perceptions rather than it being about it because it's a social enterprise city doesn't necessarily mean that the social enterprises get a disproportionate amount of the resources in the city. (S13SEIMHS) • So, I think just getting that status has made a difference, but I think really, it's not just about status is it? It's about people willing to graft - and I think we've got some great people in Salford from across the spectrum really…some bigger social enterprises that are willing to actually put the time to try and promote. So, I think we've done quite a lot, but we have a long way to go. (S12GOVTLC) • So, I think we were absolutely delighted to be recognised as a social enterprise city. We see it as critically important to the next phase, which is the City's economic strategy. We see social enterprise as critical within that

		in terms of driving the city forward. I think it's been great. I think the challenge now moving forward is how we continue to do this - building on the momentum in a climate of worsening budgetary cuts for the local authority. This year alone, we're taking 11.2 million pounds out of the city council's budget, I've already said that next year we're looking at 15...15 1/2 million as it currently stands. That's creating huge challenges - huge resourcing challenges and inevitably huge time challenges for the role that the local authority will inevitably play with this agenda moving forward. (S10GOVTLC)
➢ Budget pressure ➢ Financial constraints ➢ Limited SE support ➢ Social Value act limitation ➢ Social value function ambiguity ➢ SE support not statutory ➢ SE promotion not statutory	• Increased budget pressure • Challenges with resources • Local council financial constraints • Limitation in support to SE due to financial cut and pressures • Local authority's function not explicit in the social value act • Supporting SE is not statutory • Promoting SE is not statutory • National support not stated in the social value act.	• *But, I think we're doing an awful lot in the City at the moment, however, I would argue that some of that is constrained by what's happening in terms of local city council financing so since 2010 the City Council's budget has been cut, or with the increased budget pressures, by over 50% by the end of this next financial year. So, inevitably, that creates significant pressures for the local authorities in terms of where we resource and at the moment, developing social enterprises in the City is what would be considered a non-statutory function of the local authority, therefore, legally, we get no money from city council and we're not legally required to do anything to actually promote social enterprises in the City as a local authority despite us having the Social Value Act nationally. So, there's clearly a bit of a disjuncture in terms of how local authorities are financed and funded, what their statutory duties are, and what city council's doing nationally with the legislative process around social value and social enterprises. (S10GOVTLC)*

		• *We've not had the dedicated resources in time or any cash really to do anything. (S12GOVTLC)*
➢ National government political leadership ➢ Legislative power ➢ Publicity ➢ Public social value engagement ➢ National government non-support towards SEs ➢ National government lead role on SE	• Using legislative power to make organisation accountable for the social value • Creating social value • Politician and city council officials to lead social value conversation • Politician and city council officials garner public interest • They lead public debates • National government's actions limit the development of SEs. • Traditional business support has been abysmal	• I *think there are some key actions that can be taken by city council and that is they have the power to be able to make legislative change that would make it necessary for organisations across any sector to be accountable for the social value that they are creating and that is a key role of city council to use that legislative power to lead the way we want our society to act. And one of the things that maybe you have the ability to do is change what we are accountable to account for. I suppose one of the things that they would ...play a key role in this is being able to lead this conversation as well. Politicians and city council officials have a wide reach and open platforms to be able to bring important issues to the table and into public debate and in that, garnering public interest in today's issues, and if they did that - I mean, you can always say that there have been things, through the implementation of the Social Value Act, if there is a continued engagement and if discussions continue then they may have the ability to enact change in that way. (S9SENNO)* • *I think national government has killed a lot of it. I think traditionally business support has been abysmal, so you know, small business service growth, nonsense, that's not really supported or resourced the development of social enterprise. If there had been a different approach to that, going through the traditional business support agencies, we might have had more social enterprises in Britain than we have at the moment. (S12GOVTLC)*

➢ Political will and support ➢ Council promotion and publicity ➢ Give priority to influencing ➢ Growth-pull model partnership ➢ Alliance and leadership ➢ Social alliance driver ➢ 10% better camping ➢ Service delivery ➢ Influencer ➢ Social value	• Political buy-in • City Mayor support • Big Influencer • Social alliance • Creating more social value • Join-us-noble approach • Growth-pull ankle model organisation • Influencing business • Impacting people • 10% better campaign • Council as influencer • Big organisation making more impact • Exemplary leadership • Directional leadership from big organisations • Influencer over partners • Influencer of businesses development • Social enterprise awareness at local city council • Non-statutory function • Willingness and a desire for the local authority	• *I think in Salford we've got good buy-in from our politicians, from our City Mayor.* **(S12GOVTLC)** • *I guess it's a big influencer. So, you know they say that Salford has this social value alliance which the Council is strongly involved in, and that is about driving forward things that will make more people do social value. So, it's sort of 'Join us noble' and it seems to be working. The thought is if we get some of the bigger employers together, in particular, the sort of growth-pull ankle model organisation type of thing - if you get the big organisations, you start to impact on more people, and they will be able to then influence other businesses and things like that. The 10 percent better campaign is sort of jumping ahead and targeting the local businesses so particularly SMEs and things like that, it's sort of like ... you can see the big ones doing something, actually, you can do it yourself now. But how can we work with smaller businesses, smaller social enterprises, smaller charities, things like that, smaller organisations? Try and get them on board - so it's not just something that's done by the Council, the University, the Hospital and the College.... it's a bit more than that. The Council sees itself as an influencer - an influencer over its partners and influencer of businesses development.* **(S11SESSE)** • *In the short term, I see as playing more of a facilitation role and probably less of a direct hands-on role because all if this activity, as I said earlier, is non-statutory, and although there's a willingness and a desire for the local authority to really forge ahead with this, it will be a challenge, there's no*

		doubt about it. Absolutely no doubt about it. (S10GOVTLC)
➢ Little involvement of the City council ➢ Influencer and endorser ➢ City council limited support ➢ SE Promotion ➢ City council limited support ➢ Procurement processes ➢ Social value creation ➢ Living wage agenda	• Little Council's involvement in Salford SEP certification. • Salford council only endorsed the SE place application idea. • Salford SE place idea implementation has been independent of the Council. • The council has been influencing and endorsing SEP but not running it. • Small support from the council • Promotions around social enterprise • No financial support from the council • Work we've done with the council around social value • Social value built into council procurement process • Sustainable social value creation • Promote living wage and social values which determines who wins contracts	• *Very little I'm afraid. That's what I'm saying its more been coming from the enterprises themselves. I think when they applied for that status. It was more endorsed by the Council than the Council putting much effort into it. And I think that is the same there - the Council sees its role as influencing people to get involved and less putting effort and resources into it, so it's always been independent of the Council. It's not run by the Council. (S11SESSE)* • *That's an interesting question, because that was in 2015 wasn't it- so that would have been (I'm just trying to think of the month) I wasn't dead involved in this process, so I can't really speak intelligently about what was involved. (S10GOVTLC)* • *Well in terms of the Council's contribution, then somebody works at the Council or a couple people worked at the council and did help with the original application for the status. (S12GOVTLC)* • *From the council, we also receive small support from their business team…I suppose more broadly the generally positive support from the council will be the promotions around social enterprise. We have engaged with the council at various times but not so much in terms of financial support rather, more around recognition and promotion…the main one is through the work we've done with the council around social value. Through that work, we've got social value built into quite a lot of their procurement process now. We've been able to push things*

		like the living wage and social values which determines who wins contracts. So, I suppose in those three ways, the direct contracts we get, the sort of policy political support and then through things like social value to influence the wider world both public, private and indeed the larger charities, hopefully they start to behave in that way which then opens up new opportunities for social enterprises and hopefully at some point includes us. (S8SESSI)
➢ Impact assessment ➢ Reporting ➢ 10% better campaign support ➢ Social value	• Social impact assessment • Social value reporting • 10% better campaign • Replication of idea • Social value • 11 social value metrics • Community improvement	• *I guess some of that will be done through the social impact assessment that we'll be doing now every year. It wasn't a one-off, we weren't just doing it for 2017. 2017 was about setting a benchmark for the city of Salford and then making sure we build on that and over-perform year-on-year. We're also fully engaged in the 10% Better Campaign. (S10GOVTLC)* • • *In Liverpool, we did this thing about trying to get 10% more commissions spend local, North West kind of thing. We thought, that's an interesting concept and we did nothing, and then we came back to it and thought actually I'm really keen on 10% more, 10% less, which led to 10% better, but not just around that commissioning but around a whole number of areas, so we worked on this approach where there's 11 metrics - so there's 11 we want to measure. Some of them are trying to get more of something - more recycling. Some are less - less waste. More physical activity; more volunteering; and more local supply chain. We launched it in November, and that's really, I suppose what we'll be doing between now and 2021. We're focusing particularly on making that 10% better campaign work, and we've had some success so far with signing up and it's like they're making*

		sure that we monitor the difference that's being made. (S12GOVTLC)
➢ Networking event non-attendance ➢ City council executive event attendance ➢ Membership engagement ➢ Collaboration ➢ Increased membership ➢ Partnership ➢ Networking	• The council is only invited to the big events and not the monthly networking event. • Increase in active membership • Collaboration with Manchester group who are interested in getting accredited. • Centralisation through GMCVO for effective policy and decision for the SE sector. • The idea of linking • Join social enterprises together	• *I have no idea; I think he meets with various bigwigs in the council. He must because of the business groups Salford, so as his own enterprise, I think he does, and he may mention us, and what we are doing, but as far as I'm aware, the council are only ever invited to our peak events. They're not really invited to our monthly networking. Hopefully more than six people as I said, because currently it's a few people come into our networking groups, but as the mailing list is growing, I think there's about 20 to 30 people now. I think we've got plans to merge or attend groups with the Manchester group who also trying to become accredited, so they are almost like learning offer which is going to be weird, but obviously there is so much wealth of knowledge in Manchester itself that can only be a good thing to you know work with us. I think GMCVO (Great Manchester Center for Voluntary Organisations), want to kind of do a social enterprise network, but hasn't really started it yet, but they're the ones that are being talked to by the city council for Great Manchester Devolution, in terms of social enterprise policy, and sector, news that sort of thing it will go through GMCVO who then pass on to groups like us. (S6SEEYP)* • *The thing that I would want to see in place is the idea of linking, to join social enterprises together; take a lot of groups that might not be aware of the groups, so they can come out and bring them together and that is happening. It is certainly something I never less than forget trying to link in a bit more with what the…even if it is from our perspective offering for example discounts on fixing vehicles to other*

		social enterprises, voluntary organizations within Salford because obviously we want them to bring their money to us to fix their cars but also to support each other's business and that's what I see really. (S2SEEC)
➢ Cultural change ➢ Capitalism ➢ Economy	• Cultural shift within the city • Failure of capitalism • New economy	• *...there's a cultural shift taking place here; social value and social enterprise is a response in my opinion to the fact that capitalism is in many respects failing us, and it's about trying to create a new economy which puts social value very much front and centre at the heart of what we do. (S10GOVTLC)* • *...it is a part of a cultural change. There needs to be a wider engagement with the organisation itself, so actually looking organisation change or cultural change within that organisation to understand what social value is...it's hugely important in terms of actual organisation change and cultural change. (S9SENNO)*

Iteration 2: From Codes and Issues to Themes Identified

Interview - Salford

CODES (Specific Topic)	ISSUES DISCUSSED	THEMES IDENTIFIED
➢ An Approach ➢ Social well-being ➢ Environmental well-being ➢ Economic well-being ➢ Business process design ➢ Social difference ➢ Economic difference ➢ Environmental difference ➢ Business transaction ➢ Added value	• Social value as an approach • Social value is social, environmental and economic well-being • Social value is an ethical way of doing business • Social value is an approach to design business processes • Social value is the social and economic and environmental difference by business transaction	1. Social value result from ethical approach to business transactions with focus on the people social, economic and environment wellbeing. 2. Quantification of changes people experience from business process design should cumulate in social,

➢ Social bits ➢ Distance travelled ➢ Quantification ➢ Changes in people's experiences	• Social value and added value • Social value is about valuing the social bits • Social value is the distance travelled • Social value is quantification changes people experience.	economic and environmental difference. 3. While social value involves the social bits, added value is the additional distance travelled which result in change experiences.
➢ Organisational social value embedment ➢ Organisational processes ➢ Organisational policies ➢ Organisational strategies ➢ Wider organisational engagement ➢ Wider organisational understanding ➢ Sectoral social value engagement ➢ Social value institutionalisation ➢ Contractual review ➢ Process review	• Social value embedment in organisations' processes, policy and strategy • Social value is part of cultural change • Social value needs wider organisational engagement and understanding • Social value involves organisational cultural change • Social value should involve all sectors - Institutionalisation of social value • Contractual and process review	4. Organisational processes; policies and strategies should have social value embedment 5. Institutional of social value across sectors will encourage wider organisational understanding and engagement 6. Organisational cultural changes are inevitable from social value understanding and engagement
➢ Challenges ➢ Misunderstanding of concept ➢ Shared understanding ➢ Shared language ➢ Misconception ➢ Impact management ➢ Obsession ➢ Social benefit ➢ Economic benefit ➢ Sustainable development ➢ Educational benefit	• Social value challenges • Lack of concept understanding • Social value misconception • Absence of shared understanding • Important to have shared language and understanding • Managing impact and cost associated • Obsessed with social and economic benefits of social value • Neglect of environment benefit of social value • Sustainable development preceded social value • Educational benefit is an additional benefit of social value.	7. Social value concept misunderstanding has resulted in misconception 8. Social and economic benefits have been overemphasis at the expense of environmental benefit 9. Lack of shared language and understanding has limited the application of social value 10. Sustainable development results from successful creation of social value.

		11. Educational benefit should be recognised as an additional benefit of social value.
➢ Reporting ➢ Qualitative ➢ Quantitative ➢ Different measuring techniques ➢ Recognition ➢ Inconclusive value ➢ Financial value ➢ Full picture ➢ Resource allocation ➢ Value creation understanding ➢ Impacts on people ➢ Framework ➢ Structured reporting	• Reporting of social value • Qualitative or quantitative social value reporting • Stories, case studies, photographs, distance travelled • Different ways of social value measurement • Social value recognition and capture • Financial value accounting not accurate • Financial value accounting and social value accounting provide full activities picture • Absence of social value reporting affects resource allocation decisions • Understanding whole value created helps with the best decisions • Positive impact on people's lives. • Framework approach to reporting • No one way of reporting social value • Social value reporting needs to be structured than prescribed.	12. Social value reporting could be qualitative or quantitative 13. Social value reporting compliments financial value reporting and provides organisational report full picture. 14. Resource allocation should be based on the combination of social value and financial value report 15. Organisational decisions should be based on complete value (combination of social value and financial value) 16. Structured social value reporting framework will facilitate effective social value recognition
➢ Social value compulsory for social enterprises ➢ Social value is equally important as financial value ➢ Strategically plan for both financial and social value ➢ Organisation success ➢ Financial sustainability ➢ Social value sustainability ➢ Trade for good ➢ Having a social vale approach	• Social value is important for social enterprises • Social value is social enterprises focus • Social enterprises need equal social value as financial value • Strategic planning for both social value and financial value. • Success of that organisation is equally based on its financial sustainability as its social value sustainability • Trading for good of the people • Social value approach • All organisation should demonstrate social value	17. The primary focus of social enterprises is social value creation 18. Organisations should attribute of equal priority to social value and financial value. 19. Organisations stress the importance of strategic planning for both social value and financial value

➢ Social value demonstration		20. Organisational financial sustainability is of equal importance to its social value sustainability 21. Social value demonstration should be applicable to all organisation
➢ Grant funding ➢ Income sustainability ➢ Grant funding misconception ➢ CVS ➢ Business support	• Most social enterprise depends on grant funding. • Social enterprise should trade for income • CVS • Social enterprise grant funding misconception • Little or no business support	22. There is huge dependent on grant funding by social enterprises 23. There is high level of grant funding misinterpretation amidst social enterprises. 24. Social enterprises should recognise the importance of income sustainability through trading.
➢ Budget cut ➢ Austerity ➢ Social value as a tool ➢ Poverty alleviation ➢ Business partnership ➢ Local authority statutory duties and funding disjuncture	• Local council budget cut • Existence of austerity • Social value a tool to do things differently • Partnership with business in tackling poverty • Influencing partnership • Disjuncture in how local authorities are financed and, what their statutory duties are.	25. Local city council currently faces immerse budget cuts 26. Social value has been recognised as one of the approaches to tackle austerity 27. Business partnership with the local council will help with poverty alleviation 28. Statutory duties of the local city council do not commensurate with their funding
➢ Partnership ➢ Partnership challenges ➢ Trust building ➢ Communication ➢ Conflict management ➢ Relationship building	• Agree to work in partnership • Partnership not easy to do • Pre-requisites for a good partnership relationship • Good relationship builds on trust, communication, and clarity	29. Social enterprise partnership will be challenging in the absence of trust, value delivery, and synergetic operation.

➤ Competition ➤ Value delivery ➤ Quality time ➤ Market niche ➤ Synergy ➤ Digital competition ➤ Sustainable social impact	• Partnership is about managing relationships and dealing with conflict • Competitive advantage goes along with great relationships • Need to spend some quality time to think on maintaining good relationship. • Building relationship to deliver value to people. • Unique strengthen identification in partnership • Market niche identification • Synergy • Digital media competition • Sustainable behavioural changes	30. Partnership is sustained by good relationship, communication and trust. 31. Social enterprise partnership creates market niche identification and opportunities for the creation of sustainable social impact. 32. Conflict management is inevitable in partnership. 33. Competitive advantage will be possible where good relationship exists in partnership.
➤ Executive support presence ➤ Non-executive support absence ➤ Lack of communication ➤ Different level of understanding ➤ Lack of understanding of what social enterprise represent ➤ Limits in level support ➤ Unhealthy relationship ➤ Council publicity ➤ High-profile ➤ Locality plan ➤ Canvasing and publicity ➤ Council-business alliance	• Absence of practical support from council non-executive • Existence of council executive support • Lack of communication between council executive and non-executives regarding support • Existence of executive support and lack of non-executive support • Lack of internal join-up approach for social enterprises • Salford city council staff lack social enterprise understanding • Non-mutual relationship • Executive representation at events • Organised high-profile events • City council publicity and promotion • Influencing locality plan and strategy • Partnership and alliance	34. There is local city council executive support for social enterprise, but there exists the absence of practical support from non-executives 35. There is communication gap between the local city council executive and non-executive regarding the level of support for social enterprises 36. The local city council executives and non-executive possess different level of understanding regarding social enterprises. 37. There is no mutual relationship between the local city council and social enterprises

		38. Local city council are more interested in attending social enterprises high-profile events 39. There is need for council-business alliance to influence locality plan and strategies
➤ Political tension ➤ Mutuals and Partnership agreements ➤ Misclassification of SEs ➤ Politicians Misunderstanding about SE ➤ Restrictive SE investment ➤ SE growth independency of the Council ➤ Lack of political will ➤ Funding challenges ➤ Join-up approach ➤ SE economic constraints	• Political tension • Mutuals • Partnership agreements • Labelling • Voluntary sector • Generalisation of social enterprises • Little understanding about SEs • Restrictive investment due to unclear understanding of politician about SE. • No financial resources • Social enterprise movement growth independent of council • Lack of joined-up approach for economic development • Absence of economic development strategy • SE exclusion from economic plan • Social enterprise constraints	40. There is political tension within the city council because of politicians' misunderstanding and misclassification of SEs. 41. There is restrictive investment for SEs because of politicians' unclear understanding of how SE differs from other businesses. 42. The growth of the SE sector has been independent of the council 43. There is lack of join-up strategy for SE develop within the city 44. SE development is not included in the city economic plan.
➤ Lack of information ➤ Lack of adequate city council connection ➤ Low level of politician's engagement ➤ Low local council political enthusiasm ➤ Low national government enthusiasm ➤ Social value Act watered down	• The City Council lacks accurate information about is happening within the city • Lack of adequate connection with the city's social activities • Politicians need to participate more in the city's activities • Lack of enthusiasm from politicians about SE's activities • Social Value Act watered down • Lack of enthusiasm for social enterprise at the national level relative to other countries	45. The city council lacks adequate information about social enterprise activities 46. There is low enthusiasm and engagement from the city council regarding social enterprises 47. There is no adequate support for social enterprises from the national as a result the social value is watered down.
➤ Cooperative movement ➤ Concept evolution ➤ Social benefit evolution	• SE is an adaption from the cooperative movement	48. Social enterprise places are reviving the corporative

➢ Social benefit ➢ Inclusive economy ➢ Social alliance	• SE idea is an evolves from another concept. It is not totally new • SE creating Inclusive economy • Social impact for local people • Not enriching an exclusive few. • Common purpose • Working together for the greater good	movement with inclusive economy ideology 49. Social enterprise is a social benefit concept evolution and not a new concept 50. Social alliance involves working together towards a common purpose and a greater good.
➢ Relationship ➢ Social value charter ➢ Living wage ➢ Living wage charter ➢ Partnership ➢ Volunteering strategy ➢ Idea replication ➢ Social value alliance ➢ City council SV support	• Good relationship • There is social value charter • Ten Percent Better about social value gain organisations • Living wage for the city • Living wage employer • Volunteering strategy group • Impacts of volunteering and the social value • Encourage partnership because someone is doing something similar • Social value alliance • Social value has the buy-in at the top.	51. There is social value charter and living wage charter in Salford 52. The city council supports the social value alliance
➢ Partnership and alliance ➢ Cooperative movement ➢ Visionary ➢ Shared understanding ➢ Shared language ➢ Shared standard of practice ➢ Communication ➢ Peer review ➢ Cultural change ➢ Partnership grants and funding ➢ Partnership fright and risk ➢ Learning cultural differences ➢ Work processes	• Alliance and cooperative movement in Salford. • Broad group of people with a common purpose • Working together for the greater good • Shared understanding of organisations' view on links and differentiation • Openness between each organisation • Communication is key to support • Learn from each other • Convergence of ideas • Working towards getting shared language and shared standards of practice • Linkages paper or a comparison paper and that's looking at the methodologies and the framework	53. Shared vision; shared understanding; shared language, shared standard of practice and communication are importance success factors for partnership and alliances. 54. Partnership funding pots have encouraged working in partnership within the city 55. Working in partnership has some reputational risks. 56. Partnerships and alliances encourage learning cultural

	• Learning cultural differences; work processes; different ways of doing things and different tones of voice or communications • Different organisational goal agenda • Willing to work in partnership • Funding pots encouraging partnership. • Partnership grants • People are bit frightened about the partnership • Partnership make people think • Partnership may result reputational risk • Partnership is a bit of a dicey war	differences and work processes with peer review.
➢ Cooperative culture ➢ Cooperative city ➢ Supportive council ➢ Economic development ➢ Poverty alleviation	• Cooperative community • Supporting each other • Salford DNA – support • The council aspires for a cooperative city • The Council is supportive • SE bring economic development to Salford • Help address austerity	57. The city council aspires to develop the cooperative culture within the city 58. People within the city are supportive and cooperative by nature 59. Salford is identified as a cooperative city
➢ Achievements ➢ SEP certification ➢ Think impact ➢ Building impact consciousness ➢ Think and environmental friendliness ➢ Historical insight ➢ identity ➢ Promotion ➢ Co-operative culture ➢ Information dissemination ➢ Big organisational involvement	• The status made it easy to hang all achievements • SEP certification beneficial • Private firm think impact • SEP certification been impactful • Private-social enterprise relation • Economic and environmental impact • Social enterprise communal value contribution • Identity and recognition • Affirmation of diverse social activities • Connecting the past • Telling interesting stories • Facilitates involvement large institutions • Knowledge exchange with others SEPs	60. The SEP certification status provides the platform in which the social impact within SEPs are attributed. 61. The SEP certification status has stimulated private firm to think and build social impact consciousness. 62. A City's historical insight were explored because of the SEP certification status

	• Connecting people • Organisational role model. • Explore and revive the historical insight of Salford • Interlink of Salford's history and SE ideology • Enriched co-operative culture among Salford locals. • The place status has help promote SE agenda	63. Social enterprises' identity was promoted by the SEP certification status 64. The SEP certification status promotes the co-operative culture within cities. 65. Large institutions are more involved in social impact because of the information available within SEPs.
➢ Success ➢ Recognition ➢ Market ➢ Economic and social impact ➢ Political acknowledgement ➢ Enterprising city ➢ Status ➢ Social impact ➢ Corporation ➢ Culture ➢ Economic strategy ➢ Passionate for communal development	• Reputational benefit • Award recognition • Market for social enterprises • Social impact • Political acknowledgment • Social enterprise city • Social enterprise status • Status made a difference • People's corporation • Enterprising culture • City's economic strategy • Social enterprises driving the city forward • Building the momentum amidst budgetary cuts	66. Social enterprise place certification has been successful with reputation benefits 67. Social enterprise place certification is a political acknowledgement of the enterprise culture within the city 68. Social enterprise place certification has created market for social enterprises. 69. Social enterprise place certification has impacted positively its city's economic strategy 70. People's corporation for communal development is building the social enterprise momentum amidst budgetary cuts.
➢ Budget pressure ➢ Financial constraints ➢ Limited SE support ➢ Social Value act limitation	• Increased budget pressure • Challenges with resources • Local council financial constraints • Limitation in support to SE due to financial cut and pressures	71. The local city council is financially constrained to provide support to SEs

➢ Social value function ambiguity ➢ SE support not statutory ➢ SE promotion not statutory	• Local authority's function not explicit in the social value act • Supporting SE is not statutory • Promoting SE is not statutory • National support not stated in the social value act.	72. The local city council functions are not clearly stated in the social value act. 73. Supporting and promoting SEs are statutory duties of the local city council. 74. National government is providing any encouraging support for social enterprises.
➢ National government political leadership ➢ Legislative power ➢ Publicity ➢ Public social value engagement ➢ National government non-support towards SEs ➢ National government lead role on SE	• Using legislative power to make organisation accountable for the social value • Creating social value • Politician and city council officials to lead social value conversation • Politician and city council officials garner public interest • They lead public debates • National government's actions limit the development of SEs. • Traditional business support has been abysmal	75. National government support will be helpful in making more organisation social value accountable 76. National government should give more legislative backing to social enterprise and actively engage in social value creation.
➢ Political will and support ➢ Council promotion and publicity ➢ Give priority to influencing ➢ Growth-pull partnership model ➢ Alliance and leadership ➢ Social alliance driver ➢ 10% better campaign ➢ Service delivery ➢ Influencer ➢ Social value	• Political buy-in • City Mayor support • Big Influencer • Social alliance • Creating more social value • Join-us-noble approach • Growth-pull ankle model organisation • Influencing business • Impacting people • 10% better campaign • Council as influencer • Big organisation making more impact • Exemplary leadership • Directional leadership from big organisations • Influencer over partners • Influencer of businesses development	77. There is political buy-in from the city Mayor regarding SE activities 78. The local city council are more interested in providing promotion and publicity to SEs 79. The city council is more interested in influencing social value creation 80. Growth-pull partnership model and alliance exist between the SEs and the city council 81. The city council champions the 10% better campaign in create more social value through

	• Social enterprise awareness at local city council • Non-statutory function • Willingness and a desire for the local authority	business partnership across the city.
➢ Little involvement of the City council ➢ Influencer and endorser ➢ City council limited support ➢ SE Promotion ➢ City council limited support ➢ Procurement processes ➢ Social value creation ➢ Living wage agenda	• Little Council's involvement in Salford SEP certification. • Salford council only endorsed the SE place application idea. • Salford SE place idea implementation has been independent of the Council. • The council has been influencing and endorsing SEP but not running it. • Small support from the council • Promotions around social enterprise • No financial support from the council • Work we've done with the council around social value • Social value built into council procurement process • Sustainable social value creation • Promote living wage and social values which determines who wins contracts	82. There is limited support from the city council towards social enterprise. 83. The city council is more interested in being an influencer and an endorser. 84. The city council in SE promotion but not involved its operation 85. Social value is consciously built into the procurement process by the council to create more value.
➢ Impact assessment ➢ Reporting ➢ 10% better campaign support ➢ Social value	• Social impact assessment • Social value reporting • 10% better campaign • Replication of idea • Social value • 11 social value metrics • Community improvement	86. Social organisations are consciously appreciating the importance social impact assessment and reporting 87. The 10% better campaign is an idea replication to create social value for community improvement 88. 10% better campaign has 11 social evaluation metrics.
➢ Networking event non-attendance ➢ City council executive event attendance	• The council is only invited to the big events and not the monthly networking event. • Increase in active membership	89. The city has been non-participatory in Salford SEP network meeting

➢ Membership engagement ➢ Collaboration ➢ Increased membership ➢ Partnership ➢ Networking	• Collaboration with Manchester group who are interested in getting accredited. • Centralisation through GMCVO for effective policy and decision for the SE sector. • The idea of linking • Join social enterprises together	90. Extended knowledge sharing with other locations interested in the SEP certification 91. SEP status certification has promoted collaboration and networking among cities.
➢ Cultural change ➢ Capitalism ➢ Economy	• Cultural shift within the city • Failure of capitalism • New economy	92. Social enterprise place has resulted in positive cultural shift within the city 93. Social enterprise places have created new economy from the failure of capitalism

Iteration 3: From Basic to Organising to Global Themes
Interview - Salford

THEMES AS BASIC THEME	ORGANISING THEMES	GLOBAL THEMES
94. Social value result from ethical approach to business transactions with focus on the people social, economic and environment wellbeing 95. Quantification of changes people experience from business process design should cumulate in social, economic and environmental difference. 96. While social value involves the social bits, added value is the additional distance travelled which result in change experiences.	• Social value is the quantification of the ethical approaches social enterprises adopt which result in people's change experiences and well-being	• **Institutionalisation and quantification of social value on people's change experience and well-being**

97. Organisational processes; policies and strategies should have social value embedment 98. Institutional of social value across sectors will encourage wider organisational understanding and engagement 99. Organisational cultural changes are inevitable from social value understanding and engagement	• Institutionalisation of social value adoption across all sectors will make organisational cultural; processes; policies and strategies change inevitable.	
100. Social value concept misunderstanding has resulted in misconception 101. Social and economic benefits have been overemphasis at the expense of environmental benefit 102. Lack of shared language and understanding has limited the application of social value 103. Sustainable development results from successful creation of social value. 104. Educational benefit should be recognised as an additional benefit of social value.	• Shared language and shared understanding will minimise social value misconception and create more sustainable development.	
105. Social value reporting could be qualitative or quantitative 106. Social value reporting compliments financial value reporting and provides organisational report full picture. 107. Resource allocation should be based on the combination of social value and financial value report	• Organisational decision-making and resource allocation should be based on the combination of structured social reporting framework and financial value reporting	• **Structured social value reporting framework to social value misconception**

108. Organisational decisions should be based on complete value (combination of social value and financial value) 109. Structured social value reporting framework will facilitate effective social value recognition		
110. The primary focus of social enterprises is social value creation 111. Organisations should attribute of equal priority to social value and financial value. 112. Organisations stress the importance of strategic planning for both social value and financial value 113. Organisational financial sustainability is of equal importance to its social value sustainability 114. Social value demonstration should be applicable to all organisation	• Social enterprise should give equal importance to social value as financial value because financial sustainability is of equal importance as social value sustainability.	• **Social enterprise's financial sustainability and social value sustainability are of equal importance**
115. There is huge dependent on grant funding by social enterprises 116. There is high level of grant funding misinterpretation amidst social enterprises. 117. Social enterprises should recognise the importance of income sustainability through trading.	• Social enterprises are more grant funding dependent as oppose trading income sustainability	
118. Local city council currently faces immerse budget cuts 119. Social value has been recognised as one of the approaches to tackle austerity	• Social enterprise partnership with local city council to create social value is recognised as a tool to tackle austerity	• **Social enterprise partnership and synergies to tackle austerity**

120. Business partnership with the local council will help with poverty alleviation 121. Statutory duties of the local city council do not commensurate with their funding		325
122. Social enterprise partnership will be challenging in the absence of trust, value delivery, and synergetic operation. 123. Partnership is sustained by good relationship, communication and trust. 124. Social enterprise partnership creates market niche identification and opportunities for the creation of sustainable social impact. 125. Conflict management is inevitable in partnership. 126. Competitive advantage will be possible where good relationship exists in partnership.	• Social enterprise partnership success depends effective relationship management • Partnership success asserts synergies which creates market niche and competitive advantage	
127. There is local city council executive support for social enterprise, but there exists the absence of practical support from non-executives 128. There is communication gap between the local city council executive and non-executive regarding the level of support for social enterprises 129. The local city council executives and non-executive possess different level	• The level of communication gap between the city council executive and non-executives possesses challenges to providing practical support for social enterprises. • The differences in understanding amidst the council officials frustrate the possibility of mutual	• **Council's poor communication and understanding frustrate investment and practical support to SEs**

of understanding regarding social enterprises.	relationship with the social enterprises	
130. There is no mutual relationship between the local city council and social enterprises		
131. Local city council are more interested in attending social enterprises high-profile events		
132. There is need for council-business alliance to influence locality plan and strategies		
133. There is political tension within the city council because of politicians' misunderstanding and misclassification of SEs.	• Political tension within the city council has restricted Investment to the SE sector	
134. There is restrictive investment for SEs because of politicians' unclear understanding of how SE differs from other businesses.	• Lack of join-up strategy within the city council has impacted the growth of SE	
135. The growth of the SE sector has been independent of the council		
136. There is lack of join-up strategy for SE develop within the city		
137. SE development is not included in the city economic plan.		
138. The city council lacks adequate information about social enterprise activities	• City Council's inadequate information, enthusiasm and engagement about social enterprise limits the level support available.	
139. There is low enthusiasm and engagement from the city council regarding social enterprises		

140. There is no adequate support for social enterprises from the national as a result the social value is watered down.		
141. Social enterprise places are reviving the corporative movement with inclusive economy ideology 142. Social enterprise is a social benefit concept evolution and not a new concept 143. Social alliance involves working together towards a common purpose and a greater good.	• Social alliances within social enterprise places are revive the corporative movement creating inclusive economies	
144. There is social value charter and living wage charter in Salford 145. The city council supports the social value alliance	• The social value charter promotes social alliance within Salford	• **Greater institutional alliance to drive cooperative movement and culture**
146. Shared vision; shared understanding; shared language, shared standard of practice and communication are importance success factors for partnership and alliances. 147. Partnership funding pots have encouraged working in partnership within the city 148. Working in partnership has some reputational risks. 149. Partnerships and alliances encourage learning cultural differences and work processes with peer review.	• Working in partnership and alliance has been promoted through funding. • Understanding the success factor and risk for partnership and alliance is important	
150. The city council aspires to develop the cooperative culture within the city	• The supportive and cooperative nature of people	

151. People within the city are supportive and cooperative by nature 152. Salford is identified as a cooperative city	in Salford has inspired the city council in promoting cooperative culture within the city.	
153. The SEP certification status provides the platform in which the social impact within SEPs are attributed. 154. The SEP certification status has stimulated private firm to think and build social impact consciousness. 155. City's historical insight were explored because of the SEP certification status 156. Social enterprises' identity was promoted by the SEP certification status 157. The SEP certification status promotes the co-operative culture within cities. 158. Large institutions are more involved in social impact because of the information available within SEPs.	• The SEP certification stimulates private sector social impact consciousness and involvement. • The SEP certification status have given social enterprises an identity and promoted cooperative culture within cities	• **The success of the SEP certification scheme stimulates private sector involvement**
159. Social enterprise place certification has been successful with reputation benefits 160. Social enterprise place certification is a political acknowledgement of the enterprise culture within the city 161. Social enterprise place certification has created market for social enterprises. 162. Social enterprise place certification has impacted positively its city's economic strategy	• The existence of people's corporation within social enterprise places makes success of the certification scheme for communal impact. • Budgetary cut has not impacted the growth within social enterprise places.	

163. People's corporation for communal development is building the social enterprise momentum amidst budgetary cuts.		
164. The local city council is financially constrained to provide support to SEs 165. The local city council functions are not clearly stated in the social value act. 166. Supporting and promoting SEs are statutory duties of the local city council. 167. National government is providing any encouraging support for social enterprises.	• There is no much support from centralise government on social value • Financial and statutory complexities limit the local council support for social enterprises.	• **National government support on social value to drive social value creation**
168. National government support will be helpful in making more organisation social value accountable 169. National government should give more legislative backing to social enterprise and actively engage in social value creation.	• Support from National government toward social value will encourage more businesses to be accountable for their social value creation.	
170. There is political buy-in from the city Mayor regarding SE activities 171. The local city council are more interested in providing promotion and publicity to SEs 172. The city council is more interested in influencing social value creation 173. Growth-pull partnership model and alliance exist between the SEs and the city council	• The city council executives are only willing to promote and influence the social value creation within the city • Growth-pull business partnership model is used to promote 10% better campaign across the city by the council.	• **The city council limits support to influencing and promotion of social value creation**

174. The city council champions the 10% better campaign in create more social value through business partnership across the city.		
175. There is limited support from the city council towards social enterprise. 176. The city council is more interested in being an influencer and an endorser. 177. The city council in SE promotion but not involved its operation 178. Social value is consciously built into the procurement process by the council to create more value.	• Though there are limited support from the city council towards social enterprises, expectations are relatively high regarding their social value creation. • Social value consciously embedded in city council procurement contracting process.	
179. Social organisations are consciously appreciating the importance social impact assessment and reporting 180. The 10% better campaign is an idea replication to create social value for community improvement 181. 10% better campaign has 11 social evaluation metrics.	• The importance of social impact has been recognised by social organisations to replicate social value for community improvement	• **Replication of social value within communities create new economies and cultural shifts**
182. The city council has been non-participatory in Salford SEP network meeting 183. Extended knowledge sharing with other locations interested in the SEP certification 184. SEP status certification has promoted collaboration and networking among cities.	• Extended learning sharing has expounded from SEP status certification.	

185. Social enterprise place has resulted in positive cultural shift within the city 186. Social enterprise places have created new economy from the failure of capitalism	• New economies and cultural shift within social enterprise places by social enterprises.	331