



Anglia Ruskin
University

Cambridge & Chelmsford

Creating Social Enterprises

A guide to social enterprise for university staff



September 2009

V1.0

www.anglia.ac.uk/rdcs

Foreword

“This project came about in response to a call from the Department of Innovation, Universities and Skills (DIUS) now the Department for Business Innovation and Skills (BIS) asking for examples of social enterprises that have spun-out from universities.

Anglia Ruskin University recognises the growing importance of social enterprise and already has a dedicated Social Enterprise Manager located within our Ashcroft International Business School. We were therefore, keen to offer our support to this project to help collate examples of university social enterprises and create a guide to support university staff that wish to develop or support social enterprise spin-outs.

Corinna Frost, one of our Business Development Managers, happily agreed to take on this role on behalf of our university and has succeeded in producing a succinct and informative guide, which I am sure will be an interesting and useful resource for university staff across the country.”

Dr Tony West

Director of Research, Development and Commercial Services
Anglia Ruskin University

“This is a hugely valuable guide and very timely. As the foundation for social entrepreneurs, UnLtd sees a growing wave of interest from people in the UK to tackle social and environmental problems in an enterprising way, and students are strongly represented in their number. But passionate commitment to improving the world needs practical expertise to make it come to fruition. This guide gives University staff a concise and accurate guide to supporting social enterprise for educational, business and research benefit. Uniquely, it also provides a rich collection of case studies showing how Universities have spun out social enterprises, offering up a series of models which can inspire action and help practical delivery.”

Cliff Prior

Chief Executive
UnLtd



“Working with or creating social enterprises is a unique and powerful opportunity for universities to inspire and empower their staff and students to have greater impact in their communities and to increase the public benefit of their research.

As the range of case studies in this guide illustrates, social enterprises come in a wide range of forms and spring from many sources. I hope this guide will inspire more connections between the social enterprise movement and universities. Social enterprise belongs in the heart of the UK’s centres of learning and this guide is a great way to find out about how to make that happen.”

Jonathan Bland

CEO Social Enterprise Coalition
www.socialenterprise.org.uk



“At the School for Social Entrepreneurs, we see increasing numbers of people seeking to achieve meaning in their life and work, to make changes in society, or to use their entrepreneurial skills for more than just money-making. Universities have huge potential to make a significant contribution to this movement, and this excellent guide will help that potential to start becoming realised.”

Nick Temple

Policy and Communications Director
School for Social Entrepreneurs



“Enterprise Educators UK is delighted to endorse the "online and thus socially responsible" publication of this Guide to Social Enterprise and in particular the role that Universities can play in supporting and developing such ventures. There is no doubt that the awareness of and demand for social enterprise is growing and this is increasingly seen in the interest shown by students coming to our Universities.

As such this is a very timely publication to enable and inform those thinking of developing a social enterprise project, in particular University staff who might be required to help others to do so. It details in very readable terms a whole spectrum of information from legal requirements to participant considerations, and is backed up by a wide range of University-based case studies that bring real experiences to life, and will surely encourage others to follow them.”

Chris Hall
Chair
Enterprise Educators UK



“As Tony West explains in his introduction, this guide is in some ways itself "spin off" from a request I made for case studies of where universities were creating companies along social enterprise lines. My thanks go to Tony and Corinna for being willing to pull together a guide in a way that can be shared across the Higher Education sector. The Government is encouraging universities to deliver greater social and economic impacts from their research and will increasingly be incentivising this through the way it funds research .

Universities creating "social enterprise spinouts" could mark an exciting new way of generating impacts, perhaps offering opportunities to do this in disciplines less suited to, or with researchers less interested in a "classic commercialisation" approach. By their nature, social enterprise spinouts are unlikely to generate windfall shareholder revenue for the parent university, but as the guide shows they can bring wider benefits to the university as well as delivering social and economic impact outside. The social enterprise route also offers socially-committed graduates an alternative employment path where they can make a real difference with their entrepreneurial flair.

The examples in this guide will hopefully encourage other institutions to try out this approach, with the advice and pointers to further information helping them put it into practice.”

Ashley Malster
Head of University Research and Knowledge Transfer Policy
Department for Business Innovation and Skills



Acknowledgements

My thanks to everyone who has helped shape this guide, especially to those who have provided examples of social enterprise spin-outs, signposting to useful sources of information and critical review at various stages during the creation of this document. Particular thanks should go to Daniel Shah at the Social Enterprise Coalition, Nick Temple at the School for Social Entrepreneurs, Zulfiqar Ahmed, Parminder Jutla and Dan Lehner at UnLtd and Ashley Malster at the Department for Business Innovation and Skills (BIS) for their expertise and support throughout the project.

Thanks also to those who were kind enough to share their experiences of spinning-out social enterprise projects from within their university, many examples of which are included in this guide. Particular thanks should go to Paul Harrod at the University of Bristol, Bede Mullen at the University of Central Lancashire, Heather White at the University of Manchester and Sheila Quairney at Sheffield Hallam University.

Thanks again everyone – this guide could not have been put together without your input and expertise.

Corinna Frost

Research Development and Commercial Services
Anglia Ruskin University

Contents

	Page
Introduction	6
Background to social entrepreneurship and social enterprise	7
What is a social enterprise?	9
Why is social enterprise important?	12
What are the benefits of social enterprise to my university?	14
How do I set up a social enterprise?	16
What type of legal or organisational model is most appropriate?	18
What organisations provide funding and finance?	21
What are the social enterprise support agencies for my region?	27
Are there any sector-specific sources of support?	30
Examples of successful university social enterprise spin-outs	32
Hints and tips for those new to university social enterprise spin-outs	61
Getting help from within your university	63
Useful links	64
Glossary of terms	68

Please note: The contents and sections are hyperlinked to enable easy navigation of the document.

Hyperlinks are not automatically available in some versions of Adobe Reader. However, if you are experiencing problems, you may find that opening the document and clicking on Edit>Preferences>Documents>PDF/A view mode and then selecting Never solves the problem. If in doubt, please consult your IT department.

Introduction

Over recent years, universities have become increasingly good at taking their ideas and discoveries and creating new businesses out of them - often known as spin-out companies. In an increasing number of cases, the spin-out businesses have a social and/or environmental purpose and benefit as well as a business one – you may say they are actually social enterprises.

As you will see in the next section, social enterprises are an important and growing part of the economy.

There is real interest and scope within universities for social enterprise and huge potential benefits to be gained for both the university and the communities they support. Many universities are already involved in this type of activity but call it something else, whilst others have a wealth of ideas but are unsure about how to progress.

Who is this guide for?

This guide is aimed at anyone who works in a university that is involved with developing new spin-out businesses or interested in social enterprise and the benefits it could bring to the university and wider community. It aims to help people in creating student start-up companies as well as more formal university spin-outs based on intellectual property.

The guide assumes no prior knowledge of social enterprise and looks at some of the key questions such as ‘what is social enterprise?’, ‘why is social enterprise important?’, ‘what are the benefits for my university?’ and ‘how do I set one up?’

How should the guide be used?

The intention of this guide is to provide an easy to use reference tool containing key facts and information, followed by links to further sources of information. The guide also includes a selection of case studies from a number of universities showcasing examples of social enterprise spin-outs they have been involved in.

Many of the case studies provide good examples of the creative development of ideas addressing social issues from within a university environment. They may not all meet the purest definition of a social enterprise but do display many of the key qualities and intentions that stand them apart from a standard start-up or spin-out.

And finally...

The purpose of this guide is to provide a starting point in pulling together key information to assist university staff in understanding more about the arena of social enterprise. It does not purport to be a definitive handbook and readers are advised to follow links to specialist social enterprise partners for further guidance where required.

[Back to Contents](#)

Background to Social Entrepreneurship and Social Enterprise

“Social entrepreneurs have existed throughout history. St. Francis of Assisi, the founder of the Franciscan Order, would qualify as a social entrepreneur -- having built multiple organizations that advanced pattern changes in his "field." Similarly, Florence Nightingale created the first professional school for nurses and established standards for hygiene and hospital care that have shaped norms worldwide. What is different today is that social entrepreneurship is developing into a mainstream vocation, not only in the United States, Canada, and Europe but increasingly in Asia, Africa, and Latin America. In fact, the rise of social entrepreneurship represents the leading edge of a remarkable development that has occurred across the world over the past three decades: the emergence of millions of new citizen organizations”.

(Source: David Bornstein. How to Change the World: Social Entrepreneurs and the Power of New Ideas)

A social entrepreneur may be defined as ‘an individual who is committed to providing an innovative lasting solution to an unmet social need’ (Source: UnLtd). Social entrepreneurs are different from others working to meet a social need, for example community activists, in that they use innovative methods to address a problem, access diverse sources of financing and aim to scale or replicate the solution for wider benefit.

However, not all social entrepreneurs run social enterprises. Social entrepreneurs address a wide range of social needs, some of which can never present revenue generating opportunities. Whereas the key element in defining a social enterprise is that it generates revenue from the operations of the enterprise.

Social enterprises may be summarised as business with primarily social objectives, whose surpluses are principally reinvested for that purpose in the business or the community. A full definition can be found on page [9](#). A social enterprise is different from a charity because it does not rely exclusively on grants, generates significant revenue from sales of goods and services and aims to mobilise diversified sources of capital financing.

The activities of social entrepreneurs and social enterprises make up the social enterprise sector. The case studies presented later in this guide reflect a diverse range of projects, some running as true social enterprises, whilst others demonstrate the real impact of social entrepreneur at work. All demonstrate the real passion and energy that exists in universities to do something positive for the wider public good.

The social enterprise sector

According to 2005-2007 data from the Annual Survey of Small Business UK, there are approximately 62,000 social enterprises in the UK with a combined turnover of at least £27 billion. Social enterprises account for 5% of all businesses with employees, and contribute £8.4 billion per year to the UK economy (Source: 2005 Annual Small Business Survey).

Social enterprises can come in many shapes and sizes, from community-owned village shops to large development trusts and tackle some of our most entrenched social and environmental challenges in an innovative way. They operate in a range of markets from community food enterprises to clothing recycling businesses but share a common goal of using their expertise and know-how for the benefit of others.

Familiar examples of social enterprises include The Big Issue, the Eden Project and Jamie Oliver’s Fifteen restaurant

Did you know?

- Social enterprise is now on the national curriculum, and more than 200 schools in the UK already run their own social enterprises.
- Around 10 million people in the UK are members of a co-operative, which can be form of social enterprise (note not all co-operatives are social enterprises, social enterprises are about how an organisation makes money and what it does with the profits, whereas co-operatives are about community ownership).
- One in five social enterprises in the UK has an annual turnover of over £1 million.
- 10% of municipal recyclable waste in the UK is collected by social enterprises.
- There are over 170 community-owned shops, which are social enterprises, in England and Wales.
- The Co-operative is Britain's biggest farmer with 85,000 acres of land.
(Source: Social Enterprise West Midlands)

- Over 50% of social enterprises are located in the 40% most deprived areas and play a role in urban regeneration.
(Source: Office of the Third Sector)

- 5.8% (2 million) of the UK adult population of working age is engaged in early stage entrepreneurship of which 11.9% (238,000) are trying to start social ventures
- 5.5% of all established business owners in the UK are social owner managers
(Source: GEM report)

Want to know more?

Social Enterprise Coalition

National organisation promoting social enterprise in the UK.

www.socialenterprise.org.uk

www.socialenterprise.org.uk/pages/what-is-social-enterprise.html

Social Enterprise Ambassadors

Leaders of some of the country's most successful social enterprises.

www.socialenterpriseambassadors.org.uk

The Eden Project

The Eden Project is an educational charity, a world class visitor centre, a botanical garden and a unique regeneration venture.

www.edenproject.com

The Fifteen Foundation

Fifteen Foundation exists to inspire disadvantaged young people – homeless, unemployed, overcoming drug or alcohol problems - to believe that they can create for themselves great careers in the restaurant industry.

www.fifteen.net

The Big Issue

The Big Issue is one of the UK's leading social businesses, which seventeen years since its inception continues to offer homeless and vulnerably housed people the opportunity to earn a legitimate income.

www.bigissue.com

Cabinet Office: Office of the Third Sector

For Office of Third Sector government resources and social enterprise background.

www.cabinetoffice.gov.uk/third_sector/social_enterprise/background.aspx

[Back to Contents](#)

What is a social enterprise?

In a nutshell

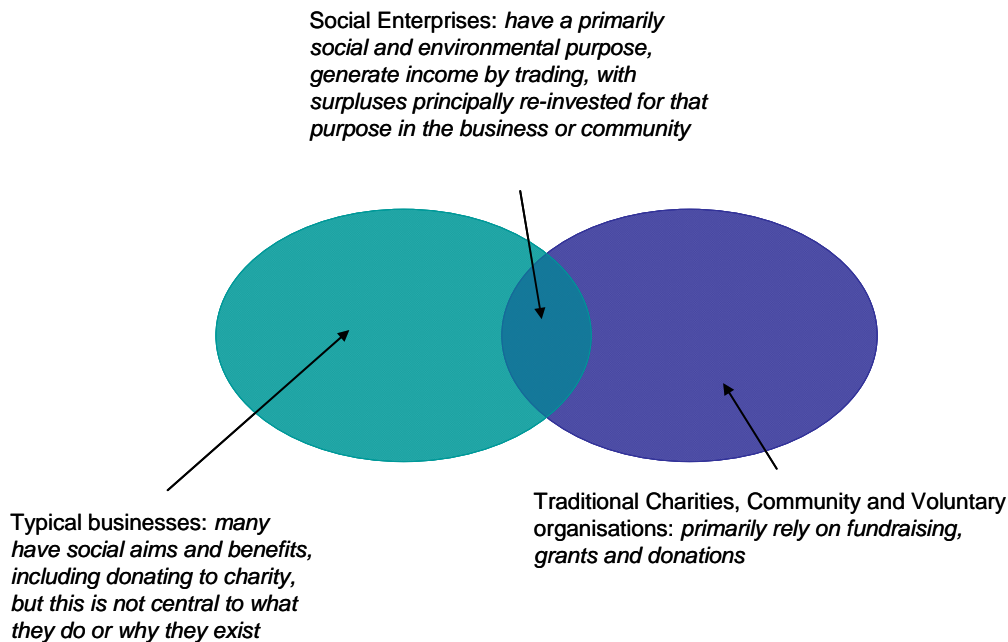
Social enterprises come in many shapes and sizes but share the same core values.

Social enterprises are *“businesses with primarily social objectives whose surpluses are principally reinvested for that purpose in the business or community, rather than being driven by the need to maximise profit for shareholders and owners”* (Source: The Cabinet Office. Office of the Third Sector).

The Social Enterprise Coalition adds to this by saying that *“Social enterprises are businesses that trade in the market with a social purpose. They use business tools and techniques to achieve social aims”*.

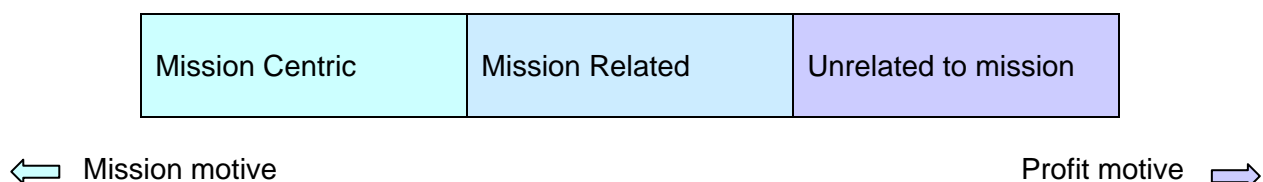
Many businesses consider themselves to have social objectives, for example a company that makes medical devices or environmentally beneficial products but social enterprises are distinctive because their social or environmental purpose is central to what they do. That said, social enterprises are also different from a standard charity too in that they use a business-like approach to tackling social problems rather than relying entirely on grants.

The following diagram illustrates how a social enterprise combines elements of a standard business and an organisation with primarily social objectives.



Mission Orientation

Social enterprises, can be classified based on their mission orientation as well as the integration between social programmes and business activities . The diagram below illustrates this continuum.

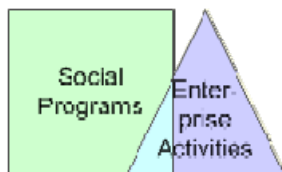


Business/programme integration



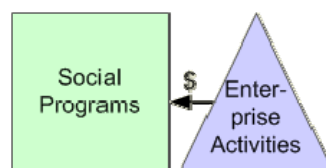
The relationship between the business activities and the social programs are comprehensive: financial and social benefits are achieved simultaneously.

They are often **mission-centric** and their business activities are connected to the organisation's mission.



The relationship between the business activities and the social programs are synergistic; adding value, financial and social, to one another.

Integrated social enterprises are often **mission-related** and their business activities are connected to the organisation's mission.



The relationship between the business activities and social programs is supportive, providing unrestricted funding to the non-profit parent organization.

External social enterprises are often **unrelated to mission**; their business activities are not required to advance the organisation's mission other than by generating income for the its social programs or overhead.

(Source: Kim Alter, Virtue Ventures)

Kim Alter identifies the following three levels of integration between social programmes and business activities:

- **Embedded social enterprises** – social programmes and business activities are one and the same. The enterprise activities are "embedded" within the organisation's operations and social programs, and are central to its mission.
- **Integrated social enterprises** – social programmes overlap with business activities, often sharing costs and assets. Organizations create integrated social enterprises as a funding mechanism to support the non-profit's operations and mission activities.
- **External social enterprises** – social programmes are distinct from social activities. The enterprise's activities are "external" from the organization's operations, but support its social programs through supplementary financing.

Want to know more?

Social Enterprise Coalition

National organisation promoting social enterprise in the UK.

www.socialenterprise.org.uk

www.socialenterprise.org.uk/pages/what-is-social-enterprise.html

Social Enterprise Ambassadors

Leaders of some of the country's most successful social enterprises.

www.socialenterpriseambassadors.org.uk

Cabinet Office: Office of the Third Sector

For Office of Third Sector government resources and social enterprise background.

www.cabinetoffice.gov.uk/third_sector/social_enterprise/background.aspx

Third Sector Foresight

Strategic insight and planning tools for the voluntary and community sector including drivers for change.

www.3s4.org.uk/drivers/social-enterprise

Venturesome

Venturesome is a social investment fund - a Charities Aid Foundation initiative launched in 2002.

www.cafonline.org

Virtue Ventures

The author Kim Alter provides a typology that explores how institutions have combined a mix of social values and goals with commercial business practices. The illustrative typology classifies different models of social enterprise.

<http://www.virtueventures.com/setypology/index.php?id=PROLOG&lm=1>

[Back to Contents](#)

Why is social enterprise important?

“We are living in a phenomenal age. If we can spend the early decades of the 21st century finding approaches that meet the needs of the poor in ways that generate profits and recognition for business, we will have found a sustainable way to reduce poverty in the world”.

(Source: Bill Gates: World Economic Forum 2008)

In a nutshell

Political climate is a key driver for social enterprises. Social enterprises are actively being encouraged to play a larger role in the delivery of public services – examples of this can be found in provision of leisure services, recycling services and health and social care provision to local councils.

Social enterprises contribute to society in many ways. Among other things, they:

- Tackle social and environmental problems
- Raise the bar for corporate responsibility
- Improve public services and shape public service design particularly as ethical consumerism increases in popularity
- Offer a high level of engagement with users and a capacity to build their trust
- Pioneer new approaches
- Attract new people to business
- Encourage under-represented groups (e.g. women, youth and offenders)
- Generate new employment opportunities

(Source: Cabinet Office: Office of the Third Sector).

Social enterprises challenge and help the public sector to improve the way they design and deliver services. They bring innovative ideas and a ‘can-do’ attitude and can work in some of the communities that are hardest to reach. At the same time they raise standards for ethical business and corporate social responsibility (Source: Social Enterprise East Midlands).

It is worth remembering, however, that behind each social enterprise there is a person or group of people with entrepreneurial flair that are responsible for creating and driving the enterprise. Whilst not all social entrepreneurs work in social enterprises their entrepreneurial skills and characteristics allied with their social mission helps shape this sector.

Whilst business entrepreneurs and social entrepreneurs often read from a different bottom line; one purely financial the other taking into account the social benefits achieved from the enterprise’s operations; they have many other things in common. They are ambitious, have an ability to marshal resources from the most unlikely places, are creative in their solutions to problems and tend to build something out of nothing (Source: School for Social Entrepreneurs, SSE).

Key facts

Social entrepreneurship is growing and increasing in relevance each year. For example, the organisations that form the Social Entrepreneurship Policy Group (Ashoka, Changemakers, SSE, Training for Life and UnLtd) have a combined constituency of well over 10,000 individuals.

Alastair Wilson, CEO School for Social Entrepreneurs suggest this growth is fostered by several trends including:

- Frustration with the political system’s ability to change things
- Rise of the well-being agenda: more people seeking meaning in their work lives; and increasing self-employment

- Charities becoming more business-like, and the growth of corporate social responsibility in business, bringing the worlds closer together (Source: Philanthropy UK).

A YouGov poll commissioned by the Social Enterprise Coalition reveals that an overwhelming majority of people believe that social and environmental values of business are as or more important than before the onset of the credit crunch. When asked what we need more of to ensure a sustainable economy for the future, 42% of respondents chose social enterprises, ahead of government institutions, charities funded by donations, and traditional business (Source: Social Enterprise Coalition)

Want to know more?

Social Enterprise Coalition

National organisation promoting social enterprise in the UK.

<http://www.socialenterprise.org.uk/pages/why-social-enterprise.html>

Cabinet Office: Office of the Third Sector

Social enterprise action plan: scaling new heights 2006.

http://www.cabinetoffice.gov.uk/media/cabinetoffice/third_sector/assets/se_action_plan_2006.pdf

Economic and Social Research Council (ESRC)

ESRC funds research and training in social and economic issues. View 'Social Enterprises: Diversity and Dynamics, Contexts and Contribution'.

<http://www.esrc.ac.uk/ESRCInfoCentre/about/CI/events/esrcseminar/socialenterprise.aspx>

Philanthropy UK

Leading resource for free and impartial advice to aspiring philanthropists who want to give effectively.

www.philanthropyuk.org

School for Social Entrepreneurs (SSE)

The SSE runs practical learning programmes aimed at helping develop the individual entrepreneur and their organisation simultaneously

www.sse.org.uk

[Back to Contents](#)

What are the benefits of social enterprise to my university?

In a nutshell

There may be some university enterprise support staff (particularly in classic Technology Transfer Offices) who wonder what the benefit of a social enterprise is to the university – after all classic Technology Transfer has the potential to earn the university money through sale of shares in spin-out companies but social enterprises that make no profit, or make distributing profit to shareholders a secondary consideration are not likely to do that.

However, social enterprises can make a profit for the university. Some or all of the profit can be reinvested to grow or support the social enterprise or for other community benefit, whilst up to half can be distributed to shareholders or owners. Choosing the social enterprise route, therefore, does not necessarily mean turning away from the lucrative business route.

Of course many university spin-out companies will not directly make profit for the university – often the real benefit is through reputation, further contacts and so forth.

There are a number of reasons why universities can benefit from engaging in social enterprise; the activity produces prestige, great stories and is an attractive quality to prospective students. Exciting and innovative projects get good publicity and help to increase the reputation of the academics in their particular fields, which in turn helps to generate further research and research income.

Most academics want their research to make a difference. Social enterprise spin-outs could harness a range of academic expertise, which will provide benefit to society. This may prove to be a much more attractive proposition to those academics that are not comfortable with commercialisation under other circumstances.

Increasingly, modern students express a strong interest in social enterprise – they value the opportunity ‘to put something back’ and see it linking to their future employability, with many looking toward ethical careers such as international and environmental development. Successful social enterprises can of course themselves be employers of your graduates.

Alumni are often attracted to this activity as a way of giving and staying connected, for example through pro-bono assistance. Demonstrating the positive social benefit of the university can be a way of encouraging stronger philanthropic giving but alumni may also want to be investors or seek investment.

Social enterprise can enhance the impact of research activity and be associated with excellence. Future Government research funding is likely to require demonstration of impact. In some areas of research the best way to take an idea to ‘market’ might be via a social enterprise rather than a standard commercial one.

The other important aspect is the opportunity to build relationships with local communities through social enterprise, further reinforcing the university as part of the community and helping to raise awareness of the expertise and networks that exist within the university. Universities get a mixed (social, environmental and economic) return on their investment and creating a financially self-sustaining entity for social benefit may be a more efficient way to achieve philanthropic and community engagement objectives.

The values alignment between university activity and social enterprise is an easier connection to make in some cases than that between universities and business. There also may be real mileage in considering universities themselves as social investors and having a more purposeful role to play in this sector.

Key facts

Universities who have managed social enterprise spin-outs have highlighted many positive benefits associated with the activity, including:

- Good networking opportunities in researching the spin-out activity can build interest in other areas of the founder's research – social enterprise can be seen as an elaborate business card.
- Once on the market, the enterprise will amplify the impact of the research.
- Increased satisfaction and motivation from the prospect of sharing ideas with more people and in new contexts.
- Once established, turning research into social enterprise can reduce the demands on academics' time whilst still getting the results and ideas used.
- Spin-offs from universities may have the capacity for a more global reach than many social enterprises as they can use the university's reputation and network to gain a wider audience.
- Receiving positive responses from a range of organisations builds reputation for the university and school.
- Activity helps to promote universities as both innovative places and relevant to the real world, in turn increasing the potential for student recruitment.
- Enhanced reputation within the existing student body as they learn about, or become involved with the spin-off activity.

Want to know more?

Real-life university social enterprise spin-outs case studies can be found on page [28](#) along with details of who to contact for more information.

The case studies serve to highlight the ways in which universities are supporting social enterprise spin-outs through partnership working, hosting and incubation facilities, secondment opportunities, providing advice and creating networks and through their own procurement systems. The social enterprise spin-outs are providing reciprocal benefits to the university by engaging staff and students and providing an outlet for their creative and enterprising talents that will have real impact and social benefit to the wider community.

National Council for Graduate Entrepreneurship (NCGE)

NCGE have developed materials for university careers advisory services about social enterprise following demand from students who were interested in pursuing this as a career.

<http://www.ncge.com/communities/careers/content/get/130>

[Back to Contents](#)

How do I set up a social enterprise?

In a nutshell

In many ways, setting up a social enterprise is similar to creating a standard commercial business. For example, you will ideally want to think about marketing, cashflow and strategy. If you already work in an enterprise support function in a university, you should understand these aspects already.

There are, however, certain aspects of a social enterprise which are likely to be different, in particular:

- Governance
- Legal structures
- Financing
- Managing volunteers, trustees and stakeholders
- Social impact measurement

There are a number of organisations who are able to support you in setting up a social enterprise. Further details can be found in the useful links section. The Social Enterprise Coalition publishes a very useful booklet called 'Keeping it legal: a guide to legal forms for social enterprises', which includes a list of solicitors that specialise in social enterprise.

There is an abundance of information about legal structures, finance and other technical elements relating to social enterprise. Whilst this is important, the School for Social Entrepreneurs note that it is equally important for social entrepreneurs to receive support in the area of soft skills: networking, confidence and developing a sense of legitimacy for the work they are undertaking.

It is also important for a social enterprise to be able to measure the impact their organisation is having – this is sometimes referred to as considering the double bottom line – not just the financial bottom line, which all organisations need to consider but also the social impacts of the work they are undertaking. There are a number of methods of measuring social impact and some useful links have been included at the end of this section.

Key facts

Creating a business plan is an essential starting point even if your project is a small one and it will help you to show how feasible your business idea is. A business plan will also be essential when requesting funding, whether that be commercial finance or grant funding. Moving forward your business plan should form a framework for how your enterprise will be run on an operational level. Key ingredients of your business plan should include:

- What you are trying to achieve
- What your products or services will be; in other words what will you sell?
- An external analysis of the factors and trends that will be driving or restraining your business idea
- An analysis of the strengths, weaknesses, opportunities and threats to your project and how you will exploit or manage them
- An analysis of the market and potential competitors
- An analysis of the main risks facing your project
- What your products or services will cost to create
- How you will finance these costs – where will your money come from?
- A marketing plan describing how you will promote and sell your product or service
- Cash flow forecast

Don't forget that you need the right skills mix to help drive the enterprise forward. In their booklet 'Build to Last: a practical toolkit' UnLtd suggests that any effective business, including the smallest community projects or social enterprises needs three things:

- Someone who loves the product (to manage production)
- Someone who loves selling the product (to manage marketing)
- Someone who loves looking after the money (to manage finance).

You may be lucky enough to find all of these skills in one person, but if not, you need to gather your team.

Want to know more?

Business Link

Support for developing your social enterprise

www.businesslink.gov.uk/trysocialenterprise

Regional support groups

A list of regional support groups can be found on page [27](#).

Balance

Online business analysis tool for the social sector designed by Manchester Metropolitan University Business School.

<http://www.socialenterprisebalance.org/default.asp>

Proving and Improving

Toolkit to help provide social enterprise and other mission-driven organisations with the knowledge, tools and resources to prove and improve their quality and impact.

www.proveandimprove.org

Social Enterprise Coalition

National organisation promoting social enterprise in the UK. Useful documents include 'Keeping it legal: a guide to legal forms for social enterprises' and 'Unlocking the potential: a guide to finance for social enterprises'.

www.socialenterprise.org.uk

The School for Social Entrepreneurs (SSE)

The SSE runs practical learning programmes aimed at helping develop the individual entrepreneur and their organisation simultaneously

www.sse.org.uk

UnLtd

Provides support to social entrepreneurs throughout the UK. You can access useful resources including 'Built to Last. A Practical Toolkit to keep your project going'.

UnLtdWorld

UnLtdWorld is a free-to-join, global, online community for stakeholders in social enterprise. It currently has over 12,500 members who are matched to information, individuals and organisations offering support and insight relevant to their sector, location and evolving business needs.

Members can also access a database of over 6000 materials – uploaded, rated, tagged and shared by members. The site also offers a business marketplace where users can trade services, raise investment and find pro-bono and paid-for support services; a research lab that tracks and maps real-time social entrepreneurship and social enterprise activity around the world and a white label web 2.0 platform that can be licensed and integrated to build communities on the websites of partner organisations.

<http://unltdworld.com>

[Back to Contents](#)

What type of legal or organisational model is most appropriate?

In a nutshell

Social enterprises come in a variety of different legal and organisational models – there is no right and wrong model and no 'one size fits all' as different models will be more suited to different circumstances. Your ability to access certain funding or certain tax benefits may depend on the type chosen and it can be difficult to change the type once it is set up. It is important, therefore, to understand the advantages and disadvantages of each before setting the organisation up.

There are some useful pointers later in this section to help summarise the key features and benefits of the various organisational models. However, this is a complex area and beyond the scope of this guide. You are advised to seek expert advice before making any final decisions.

Key facts

Social enterprises are defined in different ways: by their legal structure, their social mission and governance embedded in their structure or by their business model (profits from traded income that are then reinvested), (Source: Philanthropy UK). They are autonomous organisations, although can represent a sub-division of an organisation, such as the trading arm of a charity; using group legal structures.

The table on the following page summarises the legal structures most commonly associated with social enterprise and key features of each. There are benefits and restrictions to each of the legal structures and expert advice is essential when choosing the right structure for your enterprise.

Want to know more?

Social Enterprise Coalition

Keeping it Legal – a guide to establishing the rules and regulations that govern your social enterprise.

www.socialenterprise.org.uk/pages/publications.html

Business Link

Information on legal structures for social enterprises (via search facility) in addition to information about business structures, including other options such as partnerships and limited liability partnerships

www.businesslink.gov.uk

Community Interest Companies

Guidance material.

www.cicregulator.gov.uk/guidance

Cooperatives UK

Serves and represents cooperative enterprise in the UK.

www.cooperatives-uk.coop

UnLtd

For resources, toolkits and community links. 'Built to Last: A Practical Toolkit' has been developed by UnLtd and provides a good overview of pros and cons of each type of structure.

<http://www.UnLtdworld.com/>

Association of Chief Executives of Voluntary Organisations

ACEVO connects, develop and represent the third sector's leaders.

www.acevo.org.uk/legalforms/

Legal Structures for Social Enterprise

Legal structure	Summary - most typical features	Ownership, governance and constitution	Is it a legal person distinct from those who own and/or run it?	Can its activities benefit those who own and/or run it?	Assets "locked in" for community benefit?	*Can it be a charity and get charitable status tax benefits?	Can access debt/ borrow?	Differences in the law as it applies in Scotland or Northern Ireland?
Unincorporated association	Informal. No general regulation of this structure and you need to make own rules.	Nobody owns. Governed according to own rules.	No. Can create problems for contracts, holding property and liability of members.	Depends on own rules.	Would need bespoke drafting to achieve this.	Yes, if it meets the criteria for being a charity.	No	No specific differences.
Charity or Trust	A way of holding assets so as to separate legal ownership from economic interest.	Assets owned by trustees and managed in interests of beneficiaries on the terms of the trust.	No. Trustees are personally liable.	No. The trustees/ directors cannot benefit, unless the trust, court or Charity Commission permit.	Yes, if the trust is established for community benefit.	Yes, if it meets the criteria for being a charity.		No, subject to the differences between English and Scots trust law.
Company Limited by Shares (CLS) (other than Community Interest Company) www.companieshouse.gov.uk	Most frequently adopted corporate legal structure. Can be adapted to suit most purposes.	Directors manage the business on behalf of members. Considerable flexibility over internal rules.	Yes. Members' liability is limited to amount unpaid on shares or by guarantee.	Yes. CLS divides share capital into fixed amount and can issue to shareholders. They then become owners of the company.	Would need bespoke drafting in articles (which could be amended by members).	Yes, if it meets the criteria for being a charity.	Yes	Scotland, no. Northern Ireland, separate (but similar) legislation.
Company Limited by Guarantee (CLG)	Most popular form of incorporation for organisations in the social enterprise sector.	Governed by a Board of Directors	Yes. Members guarantee to cover the company's liability. However, the guarantee is limited to a nominal amount, usually not more than £5 each.	No shareholders in a CLG.	Would need bespoke drafting in articles (which could be amended by members).	Yes, if it meets the criteria for being a charity.	Yes	Scotland, no. Northern Ireland, separate (but similar) legislation.
Community interest company (CIC) www.cicregulator.gov.uk	Limited company (either CLS or CLG) for social enterprise with secure "asset lock" and focus on community benefit.	As for other limited companies subject to additional regulation to ensure community benefits.	Yes. Members' liability is limited to amount unpaid on shares or by guarantee.	Yes but they must benefit the wider community as well. CICs can pay limited dividends to private investors.	Yes, through standard provisions which all CICs must include in their constitutions.	No, but can become a charity if it ceases to be a CIC.	Yes	Scotland, no. Northern Ireland, no specific differences.

Legal structure	Summary - most typical features	Ownership, governance and constitution	Is it a legal person distinct from those who own and/or run it?	Can its activities benefit those who own and/or run it?	Assets "locked in" for community benefit?	*Can it be a charity and get charitable status tax benefits?	Can access debt/ borrow?	Differences in the law as it applies in Scotland or Northern Ireland?
Charitable Incorporated Organisation (CIO) (due to become available late 2009) www.charity-commission.gov.uk/registration	First ready-made corporate structure specifically designed for charities.	Similar to company but with different terminology (eg for "directors" read "charity trustees").	Yes. Members' either have no liability or limited liability.	Members: no. Charity trustees: only if constitution, court or Charity Commission permits.	Yes.	Cannot be anything but a charity, and must meet the criteria for being a charity.	Yes	Both Scotland and Northern Ireland, separate (but similar) legislation and Regulators.
Registered charity with a trading arm	Charities can set up trading arms so that they can separate income-generating activity from their core charitable activities. The charity should not use any of its money to support or manage the trading company.	The trading arm is a self-sufficient limited company operating as a wholly owned subsidiary.	Yes, members' liability is limited.	Normally trading arm will be set up as a CLS with the charity as a sole shareholder. Funds generated are used by the parent charity to use for charitable purposes.	Trading arms can pledge gift aid back to the charity and avoid corporation tax.	No	Yes	
Industrial & Provident Society (IPS) (Co-operative) www.fsa.gov.uk/Pages/Doing/Info/MSR/	For bona fide co-operatives that serve members' interests by trading with them or otherwise supplying them with goods or services.	Committee / officers manage an IPS on behalf of its members. One member, one vote (regardless of eg sizes of respective shareholdings).	Yes. Members' liability is limited to amount unpaid on shares.	Yes, but they should do so mostly by members trading with the society, using its facilities etc, not as a result of, for example, shareholdings.	Would need bespoke drafting in articles (which could be amended by members).	No. It would have to be constituted as community benefit type of IPS.	Yes	Scotland, no. Northern Ireland, separate (but similar) legislation.
Industrial & Provident Society (IPS) (Community Benefit Society (BenComm))	Benefit the community rather than just their own members and have special reason not to be companies.	Like Co-op type, but new legislation provides option of more secure form of asset lock.	Yes. Members' liability is limited to amount unpaid on shares.	Must primarily benefit non-members; asset lock applies.	Yes (asset lock only survives dissolution if new statutory form of asset lock adopted).	Yes, if it meets the criteria for being a charity.	Yes	Scotland, no. Northern Ireland, separate (but similar) legislation.

The above table has been adapted from the Cabinet Office: Office of the Third Sector

*Charitable status allows and organisation wider access to grants as some charitable trusts will only give grants to charities.

[Back to Contents](#)

What organisations provide funding and finance?

In a nutshell

Social enterprises can benefit from many of the same sources of funding as mainstream businesses. The range of finance available may differ in relevance or accessibility depending on the function and form of social enterprise – particularly if the enterprise is not set up to return a profit to shareholders. If a social enterprise is not set up for profit or where profit is a secondary objective this may make standard equity investments difficult or impossible. Fortunately, there are some additional funding sources available to social enterprises because of the social benefit they provide.

The following are common sources of funding that are available to social enterprises, each with their own advantages and disadvantages:

- **Grants** – a form of financial support offered, which does not to be repaid but activity funded may need to meet specific objectives
- **Commercial finance (debt and equity):**
 - **Debt** – usually available in the form of loans; a sum of money that is lent on condition that it is repaid in the future, usually with interest
 - **Equity** – in exchange for receiving capital investment, the owner of the organisation cedes part-ownership of the enterprise
- **Patient capital** - typically in the form of investments designed to give an organisation time to develop and grow. Patient capital can be either debt or equity.
- **Social venture capital** - venture capital funds, which target organisations with clear environmental and social objectives. Social venture capital can be either debt or equity.
- **Venture philanthropy** - aims to supply the hands-on management techniques of venture capitalists to grant-making, to improve the quality, efficiency and effectiveness of the services offered by the organisations they invest in.

The following table summarises some of the key advantages and disadvantages of different types of finance.

Finance type	Advantages	Disadvantages
Grants	Nothing to repay Useful at start-up stages Possible to fund non-income generating activities	Often short-term Inflexible Difficult to access Hidden costs such as time spent fundraising and reporting Need to account for how the money is spent
Debt	Flexible Can bridge funding gaps Short, medium or long-term Often quicker to obtain than grants Fewer reporting requirements than for grants	Loan has to be paid with interest Security may be needed Assets can be lost if loan not repaid
Quasi Equity	Flexible repayment options Opportunity to finance growth	Investors potentially have some say in the affairs of the business
Equity	Larger sums might be available Flexible Permanent Medium to long-term	Must give up ownership/control of part of the enterprise Legal and ownership limitations for social enterprise May be difficult to find investors whose interests are aligned with the social enterprise

Source: Adapted from Unlocking the Potential: a guide to finance for social enterprises. Social Enterprise Coalition

The options of funding available are likely to be determined by a number of factors including the purpose and amount of funding required and also the legal structure chosen by your organisation.

Finance can come from a range of sources, including:

- Mainstream banks
- Social Banks for example Triodos or Charity Bank
- Community development finance institutions (CDFIs)
- Foundations, charitable trusts and charities
- Organisations with a strategic interest in forming a partnership with a social enterprise
- Individual investors
- Spin-outs from universities may be able to access investment from their own university.

There is also a growing movement of investors who are willing to take a smaller financial return to themselves in return for a social benefit – this is known as **Social Investment**. Social investors are individuals or institutions that choose to apply non-financial characteristics to their investment decision-making. These non-financial criteria are often related to the investors' value system or social mission. This group believes its investments should provide both social and financial returns, although the expectations for those dual returns may vary widely from one social investor to another.

However, don't forget that a key defining element of a social enterprise is the ability to generate revenue from its operations. Whilst it may be necessary to obtain finance in the early or growth stages, the social enterprise should be able to demonstrate how it will generate income from trading activity to ensure future sustainability without becoming reliant on funding.

Key facts

Social entrepreneurship programs are sprouting all over, both on and off university campuses right now, appealing to idealistic student entrepreneurs who want to build ventures that make both profit and a social difference.

The table on the following page summarises some of the key sources of finance for social enterprise along with the typical amount and type of funding available and the sectors funded.

In addition to the funding identified in the table it is also worth mentioning a major fund that has been set up by the Department of Health to invest in and support social enterprises in the health and social care sectors.

The £100m Social Enterprise Investment Fund (SEIF) was set up to help new social enterprises start-up and existing social enterprises grow and improve their services. The fund will help to establish a vibrant social enterprise sector in health and social care by supporting the development of innovative, responsive and personalised services; encouraging new entrants to the sector, and opening up marketing and commissioning to social enterprises.

The fund offers a range of financial solutions including loans, grants and innovative equity investment products. It also provides business support services that are specifically tailored to meet the needs of social enterprises that are delivering or aiming to deliver healthcare and social care services.

The SEIF is open to applications from new and existing social enterprises in England, such as:

- existing social enterprises looking to expand into health and social care
- new social enterprises that want to provide services in health and social care
- groups of health and/or social care professionals (e.g. nurses, therapists), seeking to form a social enterprise to deliver their services
- NHS staff.

A guide to social enterprise/entrepreneurship funding

Organisation	Size		Type				Stage			Sector						
	Fund	Investment	Grant	Loan	Equity	Quasi	Start-up	Early Stage	Sustainable	All	Culture	Educ	Env'm't	Health	ICT	Social
CAN - Breakthrough www.can-online.org.uk	£3m		X						X							
Impetus Trust www.impetus.org.uk	£11.8m	£150k-450k							X							X
The Sutton Trust www.suttontrust.com	£4.3-5.8m		X				X					X				
Venturesome www.cafonline.org	£10m	£30k-350k	X	X	X	X				X						
The Ashden Trust www.ashdentrust.org.uk		£1k-20k	X										X			
Ashoka Europe www.ashoka.org/europe													X			X
Coller Capital Ltd. www.collercapital.com	\$8bn	\$1m-1bn														
Esmée Fairbairn Foundation www.esmeefairbairn.org.uk	£30m		X								X	X	X			X
BigInvest www.biginvest.co.uk		£50k -500k		X	X			X	X	X						
Futurebuilders Full Investment Fund www.futurebuilders-england.org.uk		£50k+	X	X			X	X	X	X						
Futurebuilders Small Organisation Tender Fund www.futurebuilders-england.org.uk	£220k	£15k	X				X	X	X	X						
Futurebuilders Tender Fund www.futurebuilders-england.org.uk	£1m	£3k-50K		X			X	X	X	X						
Adventure Capital Fund Business Development Grant www.adventurecapitalfund.org.uk		£15k	X				X	X		X						
Adventure Capital Fund Main Investment Fund www.adventurecapitalfund.org.uk		£50k-750K	X	X				X	X	X						
Triodos Opportunities Fund www.Triodos.co.uk		£250k-750K	X	X	X	X	X		X		X	X	X	X		X

Organisation	Size		Type				Stage			Sector						
	Fund	Investment	Grant	Loan	Equity	Quasi	Start-up	Early Stage	Sustainable	All	Culture	Educ	Env'm't	Health	ICT	Social
The Baring Foundation www.baringfoundation.org.uk	£2.2m	£200k	X									X	X			X
Charity Bank www.charitybank.org	£15m	£10-700k		X						X						
Unity Trust Bank plc www.unity.co.uk		£5k-50k		X			X	X	X	X						
Unity Trust Social Economy Fund www.unity.co.uk	£50m			X				X	X	X						
Bridges Ventures Ltd www.bridgesventures.com		Up to £1m			X	X			X	X						
UnLtd Level 1 www.UnLtd.org.uk	£100m	£500-5k	X				X			X						
UnLtd Level 2 www.UnLtd.org.uk	£100m	£5k-20k	X					X		X						
UnLtd Level 3 www.UnLtd.org.uk	£100m	£20k-60k				X			X	X						
The Inner City Entrepreneurs' Fund www.neweconomics.org		£1k-£10k	X				X	X				X				X
Awards For All		£300-10k	X				X	X		X						
The Local Investment Fund www.lif.org.uk		£15-250k		X				X	X	X						
NESTA www.nesta.org.uk/investments		£1m-3m			X				X			X	X	X	X	X

Want to know more?

For finance information

Social Enterprise Coalition

Unlocking the Potential - a guide to different forms of non grant finance available for social enterprises.

www.socialenterprise.org.uk/pages/publications.html

J4b

Comprehensive grant information for the UK and Ireland.

www.j4b.co.uk

Association of British Credit Unions

ABCUL is the main trade association for credit unions in Britain.

www.abc.ul.org

Community Development Finance Association (CDFA)

The CDFA is the trade association for Community Development Finance Institutions (CDFIs).

www.cdfa.org.uk

National Council for Voluntary Organisations (NCVO)

Provide useful introductory guides for groups interested in social enterprises.

www.ncvovol.org.uk

Fit4funding

Help and advice for community groups and voluntary organisations seeking funding.

www.fit4funding.org.uk

For finance providers

Adventure Capital Fund

Funder for community enterprise offering financial investment and support.

www.adventurecapitalfund.org

Bridges Community Ventures Ltd

An investment company whose commercial expertise is used to deliver both financial returns and social and environmental benefits.

www.bridgesventures.com

Big Issue Invest

Specialist provider of finance for social enterprises.

www.bigissueinvest.com/

Charitybank

The UK's only regulated bank that is also a registered general charity. And the only bank that uses 100% of depositors savings to support charities, voluntary organisations and social enterprises that address society's needs.

www.charitybank.org

Charities Aid Foundation (CAF)

Connecting donors and charities.

www.cafonline.org/

Co-operative Bank

www.co-operativebank.co.uk

Community Development Finance Association

Provide loans and support to businesses and individuals.

<http://www.cdfa.org.uk/>

Community Action Network

Works to promote, develop and support social entrepreneurs.

www.can-online.org.uk

Esmee Fairbairn

Funding the charitable activities of organisations that have the ideas and ability to achieve change for the better. Primary interest areas are the cultural life of the UK, education and learning, the natural environment and enabling disadvantaged people to participate more fully in society

www.esmefairbairn.org.uk

Equity Plus

Investment organisation focused on social enterprise and the social business sector.

www.equityplus.org.uk/

Futurebuilders

Offer loan financing, often combined with grants and support to third sector organisations in England to help them bid for, win and deliver public service contracts.

www.futurebuilders-england.org.uk

New Entrepreneur Scholarships (NES)

Advice, support and funding, aims to help people set up in business by offering comprehensive part-time, flexible support and finance to scholars.

www.nesprogramme.org

Triodos Bank

Triodos Bank finances companies, institutions and projects that add cultural value and benefit people and the environment, with the support of depositors and investors who want to encourage corporate social responsibility and a sustainable society.

www.triodos.co.uk

UnLtd

Charity which supports social entrepreneurs by providing a complete package of funding and support, to help individuals make their ideas a reality. Access to resources and toolkits.

www.UnLtd.org.uk

Unity Trust Bank

Specialist bank for social enterprises, charities and trade unions.

www.unity.uk.com

Venturesome fund

Venturesome is a social investment fund - a Charities Aid Foundation initiative launched in 2002. It provides advice and capital investment to charities and other social purpose organisations.

www.cafonline.org/venturesome

Department of Health

Social Enterprise Investment Fund (SEIF)

www.dh.gov.uk/seif

Funding Central

www.fundingcentral.org.uk/Default.aspx

[Back to Contents](#)

What are the social enterprise support organisations for my region?

There are regional enterprise support organisations in each of the nine Government Office regions in the country and also organisations in Scotland, Northern Ireland and Wales.

Most agencies operate as membership and networking organisations supporting social enterprises and others. They aim to support and promote the social enterprise sector and recognise it as a valuable part of the region's economy which also has significant social impact. These organisations have a strategic influence on national, regional and local policy relating to social enterprise and have links with their respective regional development agencies.

They provide a range of resources, information and support to social enterprises in their respective regions. Many provide details of events, training and networking events scheduled in the region.

English Regions

The social enterprise support agencies for the nine Government Office regions in England.

Social Enterprise East of England (SEEE)

<http://www.seee.co.uk/>

Social Enterprise East Midlands (SEEM)

<http://www.seem.uk.net/>

Social Enterprise Yorkshire and the Humber (SEYH)

<http://www.seyh.org.uk/>

Social Enterprise London (SEL)

<http://www.sel.org.uk/>

North East Social Enterprise Partnership (NESEP)

<http://www.nesep.co.uk/>

Social Enterprise North West (SENW)

<http://www.senw.org.uk/>

South East Social Enterprise Partnership (SESEP)

<http://www.sesep.org.uk/>

RISE - South West Social Enterprise

<http://www.rise-sw.co.uk/>

Social Enterprise West Midlands

www.socialenterprisewm.org.uk/

School for Social Entrepreneurs (SSE)

The SSE runs practical learning programmes aimed at helping develop the individual entrepreneur and their organisation simultaneously

www.sse.org.uk

UnLtd

Charity which supports social entrepreneurs by providing a complete package of funding and support, to help individuals make their ideas a reality. Access to resources and toolkits.

www.unltd.org.uk

Regional Development Agencies (RDAs) are also good sources of support to social enterprises. A list of the RDAs for the nine government regions can be found at www.gos.gov.uk/national/



Scotland

First Port

A new agency for social entrepreneurs in Scotland and is Scotland UnLtd's partner

www.firstport.org.uk

Forth Sector

Leading an initiative to develop 'public-social partnerships' with local authorities in Scotland.

www.forthsector.org.uk

Highlands and Islands Enterprise Zone (HISEZ)

Specific expertise in relation to a rural context.

www.socialfirms.org

School for Social Entrepreneurs (SSE)

The SSE runs practical learning programmes aimed at helping develop the individual entrepreneur and their organisation simultaneously

www.sse.org.uk

Scottish Social Enterprise Coalition

A collective voice for social enterprise in Scotland.

www.ssec.org.uk

SENScot

For social entrepreneurs in Scotland

www.senscot.net/

UnLtd

Charity which supports social entrepreneurs by providing a complete package of funding and support, to help individuals make their ideas a reality. Access to resources and toolkits.

www.unltd.org.uk

Northern Ireland

Social Economy Network (Northern Ireland)

www.socialeconomynetwork.org

School for Social Entrepreneurs (SSE)

The SSE runs practical learning programmes aimed at helping develop the individual entrepreneur and their organisation simultaneously

www.sse.org.uk

UnLtd

Charity which supports social entrepreneurs by providing a complete package of funding and support, to help individuals make their ideas a reality. Access to resources and toolkits.

www.unltd.org.uk

Wales

Social Enterprise Network Wales

www.walescoop.com

UnLtd

Charity which supports social entrepreneurs by providing a complete package of funding and support, to help individuals make their ideas a reality. Access to resources and toolkits.

www.unltd.org.uk

There are a number of sub-regional and local social enterprise bodies across the UK. For more details visit www.socialenterprise.org.uk

National Support Groups

Cooperatives UK

Serves and represents cooperative enterprise in the UK.

www.cooperatives-uk.coop

Social Firms UK

Social Firms UK aims to support, strengthen and grow the Social Firm sector so that more people facing the most significant barriers to work can gain employment.

www.socialfirms.co.uk

Funding Central

www.fundingcentral.org.uk/Default.aspx

[Back to Contents](#)

Are there any sector-specific sources of support?

Health

Department of Health Social Enterprise Unit

Resource pack, which signposts to a range of support on setting up a social enterprise in the health and social care sector.

www.dh.gov.uk/socialenterprise

Department of Health

Research reports and statistics examining the contribution third sector organisations can make to the delivery of health and social care.

www.dh.gov.uk/PublicationsandStatistics

Entrepreneurses

Practical support for social enterprises as well as individual entrepreneurs (particularly nurse entrepreneurs).

www.entrepreneurses.net/about/about_us.php

Healthy Business

A guide to social enterprises operating in the health and social care sector.

www.socialenterprise.org.uk/pages/publications.html

Primary Care Contracting

Information on contracting to the National Health Service

www.supply2health.nhs.uk

The Kings Fund

Independent charitable foundation working for better health

www.kingsfund.org.uk

NHS Networks Social Enterprise Network

National network for those interested in social enterprise in health and care.

www.networks.nhs.uk/socialenterprise

Rural

The Plunkett Foundation

Promotes and supports co-operatives and social enterprises in rural communities worldwide.

<http://www.plunkett.co.uk/index.cfm>

Highlands and Islands Enterprise Zone (HISEZ)

Specific expertise in relation to a rural context.

www.socialfirms.org

Sport and Recreation

Sports & Recreation Trusts Association (SpORTA)

Representing leisure trusts, non-profit distributing organisations that manage sport and leisure centres open to the general public.

www.sporta.org

Transport

Community Transport Association (CTA)

Promotes excellence in community transport.

www.communitytransport.com

Public Sector

Office of Government Commerce

Information on procurement.

www.ogc.gov.uk

Supply to Government

Website for public authorities to advertise procurement requirements.

www.supply2.gov.uk

Higher Education Institutions

Enterprise Educators UK

Enterprise Educators UK is the national network for enterprise educators. They support enterprise educators from 90 Higher Education Institutions to develop their practice, network with peers, and collaborate in enterprise and entrepreneurship teaching and research across all curriculum areas.

www.enterprise.ac.uk

National Council for Graduate Entrepreneurship (NCGE)

NCGE have developed materials for university careers advisory services about social enterprise following demand from students who were interested in pursuing this as a career.

<http://www.ncge.com/communities/careers/content/get/130>

Skoll Centre for Social Entrepreneurship

Launched in November 2003 at the Saïd Business School, Oxford University, to promote the advancement of social entrepreneurship worldwide.

www.skollfoundation.org

Environment

Environment REalliance

Organisation set up to provide development support, guidance and information for third sector waste management organisations and to community sustainable resource management groups.

www.realliance.org.uk

Energy4All

The UK's leading expert in community-owned renewable energy schemes.

www.energy4all.co.uk

[Back to Contents](#)

Examples of successful social enterprise spin-outs

What follows is a snapshot of some of the social enterprise spin-outs that universities have already set up. The case studies represent a wide range of spin-out activity; diverse in terms of being student led, researcher led, small and moving toward social enterprise from grants and volunteers to high-tech Intellectual Property Owners (IPOs), local and social to international and environmental in scale.

The following table summarises the case studies presented and their origins and orientation.

Spin-out Name	Lead	Model	Scale	Aims
The Cranfield Trust	Alumni	Trust utilising volunteers	National	Social
Teeside Sports Injury Centre	Researcher	Social enterprise utilising paid graduates	Local	Social
Autism Diagnostic Research Centre	Researcher	Non-profit with costs charged to referring agent	Local	Social
Bike Creche	Researcher	Company Limited by Guarantee	Local	Environmental
Community Finance Solutions	Researcher	Social enterprise	Local	Social
Now Hear This			Local	Social
Urban Futures Ltd	Researcher	Non-profit enterprise	Local	Social
What We Wrote	Student	Not for profit, with profits going in donation form to nominated Trust.	Local	Social
Women in Rural Enterprise (WiRE)	Researcher	Social enterprise, charges for services but does not make a profit	National	Social
Think Pacific	Alumni	Aiming to set up a Charitable Trust	International	Social
Sheffield Students in Free Enterprise (SIFE) Ltd		Grant and commercial work fund the project, with profits being reinvested.	International	Social
Social and Environmental Enterprise Development Initiative	Researcher	Provision of SEED funding for student businesses with social or environmental benefit	In University	Social and Environmental
Red Button Design	Student	Various funding including investment from 'Dragon's Den' and prize money from business competitions	International	Social and Environmental
People's Voice Media	Researcher	Social enterprise	Local	Social
Begbroke Science Park	Researcher	Looking to adopt social enterprise model utilising academic and student expertise	Local to International	Social
Magpie Swop	Alumni	Non-profit Company Limited by Guarantee. Profits reinvested in the company	Local	Social and Environmental
Voltage	Student	University students and business leaders supporting young people to start a social enterprise	Local	Social
The Humanitarian Centre	Researcher	Grant funding supports management of centre with aim to move toward pure social enterprise model.	International	Social
Ketso	Researcher	Aim for social enterprise model, has been partly funded by founders and university IP funds.	International	Social and Environmental
Contraception Education CIC	Researcher	Limited company funded by sales of product	International	Social

Case Study The Cranfield Trust



About The Cranfield Trust

The Cranfield Trust is a unique free management consultancy for the voluntary sector, working with more than 600 commercial sector volunteers, many of them Cranfield alumni. Thanks to the input of our volunteers, last year we provided more than £1.5m worth of consultancy support to UK-based non profits, at a cost of £300k.

Our vision is of a society where people experiencing poverty, disability or social exclusion receive the support they need, from a non profit organisation managed most effectively to deliver it. We now work nationally with over 200 organisations a year on one to one consultancy projects, and provide online human resources advice and information to 500 registered charities via our internet-based advice service, HRNet.

As a charity independent of Cranfield, and not funded by the University, we are in part supported by the Smart Fund, a venture philanthropy initiative which invests in the Trust to create a social return through improving the performance of the charities we work with. The Smart Fund is a core group of key donors led by Nigel Doughty, Chairman of Doughty Hanson and himself a Cranfield alumnus.

Although we are not currently a trading organisation, we operate the Trust on a business basis to provide our clients with the service they would expect if paying for consultancy support. We are currently undertaking a feasibility study to develop HRNet as a commercial operation and hope to launch on this basis in 2010.

Cranfield Connection

The Trust was founded at Cranfield in 1989, after a challenge from HRH The Princess Royal to put Cranfield's skills to work for the benefit of the voluntary sector was taken up by a group of alumni. The University has always provided the Trust with help in kind, and critically, with the ability to communicate with its students and alumni who formed the original volunteer body. Cranfield alumni still make up 60% of our volunteer base, and we are working to form volunteering partnerships with other leading business schools across the UK, encouraging other MBA qualified business people to work with the Trust and support their local communities.

Knowledge Transfer

We have found the MBA qualification to be an excellent qualifier for the type of strategic consultancy we offer the third sector – the MBA programme provides a good range of analytical and practical skills to help grassroots organisations achieve long term change. Although we welcome volunteers with a wide range of business skills, our recruitment focus is on the business school alumni population.

Key Achievements

Over 20 years Cranfield Trust volunteers have

- Supported over 900 charities and non profits
- with over 1400 tailored consultancy projects
- Worth £8m to the voluntary sector

Contacts

Amanda Tincknell
01794 830338

Amanda.tincknell@cranfieldtrust.org

Vivien Harrington
01234 751122

v.harrington@cranfield.ac.uk



Amanda Tincknell MBA
Chief Executive
The Cranfield Trust

Case Study Teesside Sports Injury Centre



This business was established by Steve Smelt, Senior Lecturer in Sports Therapy at Teesside University. He had the aim of providing students with an opportunity to gain valuable practical experience and to provide job opportunities for Teesside graduates in the region.

Sports people's injuries are diagnosed and rehabilitated in the shortest and safest possible time. It employs graduates on a full or part-time basis in an integral clinic in the University and satellite clinics in surrounding districts: Bedale, Billingham, Northallerton and Stokesley.



It is run as a social enterprise with the graduates being paid on a client basis, retaining a proportion of what they earn, with some being retained by the enterprise to cover consumables and rent. Profits are reinvested to finance the opening of new clinics including one recently opened at the Dolphin Leisure Centre, Darlington.

The clinics are also used in the undergraduate programme offering work placements to third year sports therapy students.

Teesside University provided comprehensive business incubation support and premises through its UKBI award winning Business Incubator www.tees.ac.uk/sections/business/start.cfm and have taken a small equity stake in the enterprise.

More information can be found at <http://www.teesside-sports-injury-centre.org/>

Case Study

Autism Diagnostic Research Centre (ADRC)

Helping Adults with Autism Fulfil Their Potential

ADRC provides a diagnostic service for adults suspected of having an Autism Spectrum Disorder. Set-up as a not-for-profit company by the University of Southampton, ADRC has its roots in the School of Psychology and the Doctorate in Clinical Psychology Training Programme and is directed by Dr Tony Brown, a clinical psychologist specialising in developmental disabilities and pervasive developmental disorders.

The Centre brings a team together from a range of clinical disciplines. The team members collectively provide both a diagnosis and also produce a report that will help an individual, their families and those who deal with them better understand their condition. The report gives clear and concise guidance and recommendations for support, enabling those diagnosed to live more engaged, safe and fulfilling lives.

Although autism is becoming increasingly well diagnosed in children, the National Autistic Society and the recent report by the National Audit Office suggest that there could be as many as 100,000 undiagnosed adults in the UK with an Autism Spectrum Disorder.

Autism is a neuro-genetic, lifelong developmental disorder with no known cure. It can affect how a person makes sense of the world, processes information and relates to other people. The condition affects people in many different ways and to varying degrees. With the right support and encouragement, people with an Autism Spectrum Disorder can lead fulfilling and independent lives.



How it all started / Business Model

ADRC was conceived by Dr Tony Brown who worked with Andrew Stamp, of Morgan Harris Burrows and the University's Research and Innovation Services in the initial set-up process.

The University of Southampton's Research and Innovation Services:

- Initiated feasibility studies which were undertaken by Morgan Harris Burrows in conjunction with The Disabilities Trust.
- Undertook the necessary contractual and legal requirements of company formation.
- Assisted in the formation of ADRC's Board of Directors and provided an experienced executive as one of its members.
- Provided accountancy and company secretarial support
- Provided initial support on marketing activity.

Clients must be referred via their GP or health professional, sometimes on the advice of Social Services or the Probation Service. Self-referrals from individuals and their families are not accepted as it is important to ensure effective health follow-up, particularly in the case of dual diagnosis or diagnosis of a condition other than an Autism Spectrum Disorder.

The diagnosis is based on between one and four assessment components (depending on the needs of the individual case). The costs of ADRC's work are charged to the referring agent.

The Centre initially received a donation from a private benefactor, Mr Roger Brooke, which enabled its creation. Further grant funding has been provided by the Rayne Foundation and ADRC is well

on the way to becoming completely self-funded through the fees it charges. Once this has been achieved, any surplus will be used to further the Centre's research, expand the team and potentially to set-up further branches in other parts of the country.

The Ongoing Relationship

ADRC is now self-sufficient in its day-to-day operations.

Dr Brown remains a full-time member of staff at the University, which encourages staff to spend time in start-up companies. Dr Brown currently spends two days a week at the clinic. Members of the School of Psychology and of Research and Innovation Services continue to support the Board of Directors.

ADRC Achievements and Milestones

- Pat Abbott, an experienced neuropsychology practitioner, was appointed in September 2007 to the post of Clinic Manager. She co-ordinates all of ADRC's day to day running and makes a professional contribution to the work of the team.
- The full clinical team was brought together in late 2007. It provides the diagnosis for the patients referred to ADRC and recommendations according to the needs and individual strengths that are identified.
- In May 2008, ADRC moved into permanent premises with facilities including an office, a large assessment/meeting room, and a smaller consulting room.
- To date the Centre has provided diagnoses and reports for more than thirty clients.

ADRC's first year is summed up best in the following testimony:

From a parent's point of view

"I was impressed from the start by ADRC – as soon as they met my son they were able to establish a rapport with him that enabled him to relax and talk to them. They were so obviously experienced in working with people with autism I could relax for the first time and not worry about someone not understanding his problems. They were patient, professional and very friendly and made the whole experience a pleasure rather than a test."

From a patient's point of view

"Sure I found the whole thing professional yet friendly. Always stopping to make sure I'm happy with things and that I understand what's going to happen. Came across as friendly people with a want to understand and to help me and I appreciate all the effort it took to do this so thank you again. You helped me get that first stepping stone to the rest of my life"

For more information about ADRC, get in touch with Pat Abbott / Tony Brown at ADRC, 023 8020 2631, or Emma Connolly, University of Southampton, 023 8059 8414, e.connolly@soton.ac.uk



Case Study **University of Salford**

Bike Creche

Background

Having recently vacated my post as Associate Dean earlier this year I decided to focus my efforts towards utilising some of the skills I have gained in terms of business development alongside my original subject area of exercise promotion. This led to a project based on the concept of a 'cycle commuting centre' located at Salford Quays designed to increase cycle commuting to local work and leisure facilities including Media City, Lowry Theatre, Imperial War Museum, outlet shopping centre and Old Trafford. This concept is closely aligned to the themes of workplace health, physical activity promotion and Media City which is an integral part of my School's proposed research streams. It also creates a number of opportunities for substantial University cross Faculty/external stakeholder collaboration including the Built Environment, Peel Media, the BBC, Salford PCT and Salford City Council.

The cycle commuting centre, based within the Media City site, will be self sustaining through organisations purchasing 'membership' for employees to obtain safe cycle storage, maintenance, shower facilities, changing area, laundry service and free refreshments. Individuals will also be offered the service under slightly different conditions on a self payment basis. Initial market research suggests this approach is innovative with no direct comparisons for this type of service available within the UK or the rest of the world. It is also timely with recent Government based studies promoting physical activity highlighting the need for new workplace initiatives and also the importance of the physical environment for behaviour change. It also aligns to Salford City Council's draft 2009 Central Salford Integrated Transport Strategy released in February 2009 which plans to double the amount of cycling by ensuring all new developments will be required to provide sufficient secure cycle parking. The notion of providing a generic space for cycle commuting will be of particular benefit to SMEs who are likely to occupy reduced working space within Media City.

Connection to the University

Progress has already been made by registering a Limited by Guarantee social enterprise called 'bike creche'. As one of the two Directors, I have been successful in accessing £3,200 from a social enterprise funder (UnLtd) to create a visual presentation of the service, including a web link, which is in progress. Another part of this money is currently being used to create an interior design for the commuting centre led by a colleague from the School of Art and Design. This will be used to estimate the total space requirement which has been requested by Peel Media, the site owners, who are interested in locating the service in one of their buildings. The meeting with Peel Media was coordinated by Salford City Council who is also interested in the venture, particularly in relation to a proposed Cycle Hire scheme that will operate across Salford.

The connection to the University, in addition to me being a full time employee, is their presence on the Media City site in a four storey building which will incorporate postgraduate programmes specifically aimed at technology and communication across the four Faculties of Health and Social Care, Business Law and the Built Environment, Science Engineering and the Environment and Arts, Media and Social Sciences. The social enterprise will act as a potential solution to the problems associated with a split site University (the distance from the main campus to Media City is approximately 3 miles) by offering a 'green' alternative to public transport and increased car journeys. To achieve this I am currently in negotiation with the University to create a cycle commuting centre at the Main Campus and a commercial arrangement for it to use the Media City location.

Key Achievements

By acting in a 'spin-out' capacity there is an opportunity to create a financially viable model for cycle commuting without being hindered by University processes and policies, particularly in terms of income generation. In addition to providing a contracted service for the University it also provides an ideal opportunity for the University to create a substantial presence at the Media City site to develop partnerships with private, public and third sector organisations. The innovative and environmental nature of this service is also likely to attract external funding opportunities which will be used to develop a national and international research profile in the area of green commuting.

The following objectives are designed to achieve this:

- Develop a strong relationship with local partners within Media City
- Establish a presence in the third sector by operating a social enterprise
- Create a National and International profile by adopting a 'living laboratory' approach to research
- Provide a potential solution to the University's travel planning issues in relation to the 'split site' situation
- Create an evidence base for teaching and professional development around occupational health

Paul Wilson, University of Salford, School of Health Care Professions

Email: p.s.wilson@salford.ac.uk

Tel: 0161 2952564

Case Study University of Salford

Community Finance Solutions – Case Study of University Empowerment of Communities

Located within the University of Salford, Community Finance Solutions (CFS) is an independent research and development unit engaged in promoting and developing integrated solutions for financial and social inclusion, and community asset ownership. CFS has developed solutions for securing community ownership of land and models for the provision of loans to low income, excluded households in more than a dozen communities across the UK.

CFS is a social enterprise in that it seeks to advance a social mission through entrepreneurial, earned income strategies. Since CFS' creation in 1997 it has made a financial surplus every year. It pays rent for its space within the university and is self-sufficient, having never sought subsidy from the university.

Being embedded in the University of Salford has offered CFS distinctive advantages in terms of developing viable solutions to local problems. It has proved advantageous in building links between local communities and experts. By placing the university at the heart of this exchange it was possible to introduce new ideas, explore new approaches and pilot new innovations. It also enables CFS to draw on a broad pool of research expertise. Finally, the link to academic and applied research within the university has laid the foundations for the development of models and solutions.

In 1997 Bob Paterson and colleagues at the University of Salford started conducting research into how community-based financial institutions could make an effective contribution to the long-term regeneration of poorer communities in the UK. On the basis of that research, CFS with other partners developed an alternative model for the provision of loans to the financially excluded households and small businesses called Community Reinvestment Trusts (CRTs).

Similarly, in 2001, when CFS was conducting research into rural financial exclusion for the Countryside Agency, it emerged that the lack of access, ownership and control of the use of land, housing, business premises and community facilities was a key barrier to self-employment and financial inclusion. In response to the lack of affordable housing and its impact on local communities, CFS has adapted and developed a model called Community Land Trusts (CLTs) to ensure that land and property remains permanently affordable for local residents.



The research and development work by CFS has produced tangible results for local communities across the UK. With support from the Housing Corporation, Barclays and Lloyds TSB banks, various housing associations and local authorities CFS has established 13 not-for-profit microfinance organisations based on its lending model. Since July 2000, these organisations have made over 15,000 loans of a value of £11.8 million (average value of £775) to financially excluded business entrepreneurs and households.

CFS has been involved in setting up 15-20 CLTs across the UK including 'umbrella' organisations. To date, there are over 100 homes that have been completed on site or about to receive planning permission through these schemes. In September 2008, CFS initiated the establishment of a CLT Fund, worth £2 million, endowed by Tudor Trust, Esmée Fairbairn Foundation and Venturesome to support the development of CLTs. CFs won the first Times Higher Education Award for Community Enterprise and the North West's Innovation Project of the Year Award in 2004 with extremely high European Excellence Standards.

Case Study Newcastle University

Now Hear This

Angela Turnbull set up her business within the music industry in September 2008. The business utilises Angela's experience and passion for music with teaching, recording services, project work and music therapy. The business actively works with partners in Wansbeck (schools, societies and business development organisations) to raise the awareness of music as an accessible option for all. Angela is keen to offer expert knowledge, skills, information and support to help develop the music community in Wansbeck.

Angela was runner-up in the Enterprise Challenge 2009 New Trader Award business plan category and won the audience vote for the Best Pitch category.

Social objectives:

- To actively engage youth groups who are represented in the Wansbeck and Cramlington area (areas of social and economic need) to participate in projects around music production.
- Actively working with music as a form of therapy where students learn and benefit from working with sound and music as a healing tool.

Support from University

The business has worked on a one to one basis with Newcastle University's Business Advisers.

For more information:

Website: www.nowhearthismusic.co.uk

e-mail: enquiry@nowhearthismusic.co.uk



Angela receiving her Enterprise Challenge Award

Case Study

Urban Futures London Ltd

Middlesex University, along with other regional partners including some of the boroughs in north London, was a founding member of Urban Futures London Ltd, a non-profit enterprise established as a regeneration agency for the region. The business, incorporated in 2000, employs a team of experts dedicated to providing integrated management of regeneration programmes and contracts.

Urban Futures (UF) undertakes programme and contract management for public sector and community agencies, regeneration project management, policy and strategy development for regional regeneration projects, partnership development and consultation management services, and finance, option appraisal and monitoring for community and regeneration projects. Examples of the sort of diverse work the company is engaged in include:

- A neighbourhood management programme focusing on one of the most disadvantaged areas in Haringey, the Northumberland Park area of Tottenham.
- A major new employment framework, which seeks to link economically inactive residents with employment and skills opportunities. Working closely with strategic partners and a range of training providers, UF initially targeted this project across four Haringey-based SRB programmes (which it also managed).
- A 'skills academy' based at the heart of London Stansted Airport (set up in partnership with BAA Stansted), offering recruitment services for airport employers, employment advice and guidance, and airport skills training courses for those seeking employment at Stansted from within the region.

The involvement of the University – as an original founding member of the board of the company – has been long and extensive. Whilst the University has made no capital commitment to the company, it has continued to play an active role on the Board and in supporting the development of a widened remit under the Chief Executive. In addition, and where appropriate and possible, the University has offered to work with UF in partnership – including providing pivotal support to a recently successful programme of support to business in the Upper Lea Valley. In such instances the University's longstanding commitment to regional economic development and engagement needs to be balanced by recognition of the potential conflict of interest that involvement in the company might produce. The University regards its involvement in the founding of the company as a key element of its commitment to its region and the communities therein.

The achievements of the company are documented in the Annual Reports that appear on its website but three examples are:

- the provision of 927 learning opportunities for the unemployed, 287 learning opportunities for the employed, and 546 residents placed into jobs under the diverse Employ ULV programme managed by UF in 2006/07
- the provision of 468 learning opportunities, 130 residents placed into jobs and a range of other benefits from the Construction Web brokerage project managed by UF
- the completion of the Neighbourhood Resource Centre, which provides 1275/m² of total space, a total investment in community assets of over £1.89 million in a programme managed by UF for one of the more disadvantaged communities of north London.

Contact details:

Middlesex University – Dr Mark Gray, Director of Knowledge Transfer & CPD (0208 411 5319; m.gray@mdx.ac.uk)

Urban Futures – Mr Steve Delaney, Acting Chief Executive (020 8352 5900); website: <http://www.urbanfutures.org.uk/>

Case Study

University of Derby

What We Wrote

Who We Are and What We Do

What We Wrote is an exciting new project from The University of Derby, founded by first-year student Laura Jane Williams (www.mynameislaurajanewilliams.blogspot.com). In September 2009 we will launch a collection of new writing, in book format, in the shops, cafes, cinemas and university sites of Derby and Buxton. We will also retail online and distribute copies to some of the biggest major literary agents in the country.

The Social Benefit

What We Wrote is a not-for-profit project with profits going in donation form to the National Literacy Trust. One in six people in the UK struggle to read and write. Poor skills compromise the health, confidence, happiness and employability of individuals and have a negative impact on our national economy so What We Wrote hopes to not only 'shout' about the talent within the University of Derby but to also directly contribute to the development of reading and writing within our communities.

The University

What We Wrote is an entirely student-led project funded in the first instance by Enterprise Inc (<http://www.enterpriseinc.co.uk>). Enterprise Inc is a project aiming to improve the enterprise skills and entrepreneurship capability of 500 students and graduates across the East Midlands. Currently nine East Midlands universities take part in the scheme including The Universities of Derby, Nottingham, Leicester and Lincoln. In addition to up to £2,490 in bursary funding, Enterprise Inc offers up to £2,500 worth of business training including workshops, mentoring and business advice to help ensure success.

For more information

Website: www.whatwewrote.wordpress.com

Case Study

Women in Rural Enterprise (WiRE) is a successful support organisation helping female-led rural businesses to start, survive and grow. Since its inception in 1998, WiRE has grown from an academic research project based in Shropshire to a national membership organisation, widely recognised as a dynamic and positive force within the economy of rural areas and as the voice of rural women's enterprise in the UK. WiRE has members in every part of Britain and provides business support and networking opportunities to rural women in every region of England. We deliver regional development contracts for rural enterprise support and training to rural women, carry out research and advocacy, and contribute to the research, teaching and learning of Harper Adams University College (HAUC).

HAUC supported WiRE through secondment of a senior member of the academic staff and through core funding the organisation. WiRE is still an outreach project of HAUC and partly funded through the college, in addition to generating significant income through trading, sponsorship, and delivering EU and RDA funded projects.

Our mission is to have a positive impact by doing everything possible to help female led businesses in rural areas of the UK to start, thrive and grow and to celebrate the important contribution they make to the sustainability of rural economies and communities.

The ultimate measure of our success will be the numbers and proportions of rural women who are setting up and running sustainable and successful businesses in the UK and we are absolutely committed to having a positive and sustainable impact on the communities and economies in which we work.

WiRE is run on a social enterprise model in that it achieves positive social/community/regeneration outcomes in a financially sustainable way; charging for services but does not look to make a profit.

Key Achievements

WiRE is a specialist organisation, recognised regionally, nationally and internationally for excellence and success in its work:

- HAUC awarded Queens Anniversary Prize 2005 in recognition of WiRE
- Prowess Flagship since 2004 (one of only 35 in the country)
- Exemplar status in the Countryside Agency's report on Rural Proofing 2003
- Exemplar status in Strategic Framework for Women's Enterprise, 2003, for successful targeted collaboration with Business Link
- Exemplar status in Stairways to Growth, 2007, for successfully working with female entrepreneurs throughout business journey from inception through growth
- Exemplar status OECD Entrepreneurship Review 2003, as an approach that should be adopted by other regions, because of "its targeted but flexible approach where a clear focus on the specific group is combined with close cooperation with universities.

Be informed, inspired, involved
www.WIREUK.org

Leeds' entrepreneurial spirit surviving recession

Enterprising graduates from the University of Leeds are refusing to allow the recession to hold them back, says Sir Peter Thompson, founder of the eponymous annual award for promising fledgling businesses.

This year's prize was awarded to Think Pacific, the brainchild of two Leeds graduates at the annual Enterprise & Innovation Gala Dinner at the University of Leeds on 27th April.

Launched last year Think Pacific was named winner for its efforts to bring basic infrastructure and resources such as running water and health clinics to a tiny island in the Pacific Ocean. From this summer onwards the company will send out groups of 16 volunteers to work on development and community projects whilst staying with Fijian families.

Founder Harry Hunter graduated from the University of Leeds and his business partner Simon Darker graduated from Leeds Metropolitan University. The pair sought advice from the University of Leeds' Careers Centre business start-up team 'Spark' in order to transform their passion and ideas for volunteering abroad into a sustainable business.

Since 2008 Harry and Simon have been working with the local authorities on the island of Moturiki to set up a scheme to provide access to clean running water and install flushable toilets - currently the island's 2000 inhabitants rely solely on rainwater. Their volunteers will help to dig bore holes and direct water to tanks, with the long-term aim of providing every house on the island with running water. The volunteers can also choose to work with local youth groups offering sports coaching.



Harry Hunter & Simon Darker of Think Pacific

Sir Peter Thompson says: "The choice was difficult as we had a number of entries which demonstrated that entrepreneurship at Leeds University is alive and kicking despite the recession. We chose 'Think Pacific' as its two leaders showed determination and business acumen - and unlike many enterprises their cause is a noble one, as they want to help poorer nations. Harry Hunter and Simon Darker have managed not only to help the Fijians but have also established the basis of an expanding adventure holiday business. They are worthy winners."

Harry and Simon's ultimate aim is to set up a charitable trust called the Think Pacific Foundation, which will offer apprenticeships and education opportunities to islanders who currently have very limited access to education beyond primary level.

For more information

Contact: Bob Gilworth, Director, Careers Centre, University of Leeds, r.b.gilworth@leeds.ac.uk

0113 343 5305

Sheffield SIFE Ltd

Sheffield SIFE Ltd looks to create sustainable social enterprise within Sheffield, both in the University and the community. Predominantly, the work is undertaken in the community. However, national and international projects have been created promoting the teaching and learning of enterprise, business and personal success worldwide.

SIFE is an acronym for Students in Free Enterprise. It is an internationally created organisation, for students at universities across the world. The projects set up have underlying criteria that apply to all groups of students. Our projects are expected to uphold the principles of: Market Economics, Financial Literacy, Entrepreneurship, Personal Success Skills, Business Ethics and Environmental Sustainability.

The social benefit

The social work that we undertake achieves fantastic results. The lives of people are enriched with the new skills that they learn. Such skills can be incorporated into everyday tasks, improving future employability chances and the confidence of each and every individual. However, such work isn't free and grants can only sustain projects for so long. As such, we undertake commercial projects which keep the company financially sustainable, with all finances being reinvested into the social projects to improve and expand them.

The University

At the University of Sheffield there is a strong enterprise presence. We have the Enterprise Zone building and team dedicated to the promotion and incorporation of enterprise and entrepreneurial spirit into everything that the students and indeed the staff do. The Enterprise Zone is staffed by experienced men and women who offer invaluable advice which ensures the sustained successful achievements of Sheffield SIFE Ltd and enterprising and entrepreneurial students throughout the University.

The future

The remainder of the academic year 2008-9 and the start of 2009-10 hold some incredible opportunities for all involved. As ever, more and more students are coming through the doors of the Enterprise Zone to volunteer their services to Sheffield SIFE Ltd. in the hope of improving their own skills and contributing to the success of the team.

New projects are commencing as of April 2008

Ghana Project: Students are going out to Ghana working with a local SIFE team to improve the lives of people there through the teaching of sustainability, business and finance to show them how they can achieve things that they never knew were possible without changing the way they go about their daily routines.

Universities Project: Teams of students at universities around the country are being given the opportunity to run their own franchise and business consultancy working with the other team in the BMI Elite Hockey League, promoting their ice hockey team in their respective university to generate profits and increase fan numbers for the team. Meanwhile, they develop their own personal skills learning how to operate as a team and with a fully developed professional business, both regionally and nationally known.

Union Shop: We have secured a unit in the Student's Union building which is to become a flagship store in the Union for St Luke's Hospice, a local hospice with whom we have a long standing project set up. Within this store, we will also promote other commercial projects and create a greater SIFE presence within the student populace.

For more information

Website: www.sheffieldsife.org

Social and Environmental Enterprise Development Initiative

Students on taking an MSc in Environmental Technology at Imperial College have the option of taking a specialist option in “Business and Environment”.

The new course convenor for this option, with a business background in the UK and US in both start-ups and the pharmaceutical industry, set out to change the option to reflect what is an increasingly a vital issue: how to create value for the planet and society through good business operations.

The Social and Environmental Enterprise Development (SEED) business planning initiative was born and the inaugural year culminated in a “Dragon’s Den” style competition just before Easter 2009.

SEED is an initiative that enables the creation of financially viable businesses (or business models) that must also have positive environmental and social impacts. It doesn’t matter if the business is for-profit or not. The SEED initiative is not exclusive – it is also aimed at the general student population and has no requirements for team members to have specific disciplines.

The methods behind SEED are straightforward. The key step in refocusing business operations is to redefine the goals of business; making money on its own is not enough to ensure good environmental and social outcomes.

Twenty MSc students pitched their ideas to each other in January. The ideas were wide ranging including plastics recycling in China; sustainability board games; and a recycled and recyclable furniture social enterprise. Teams formed around ideas and the next ten weeks were spent incubating them into good and viable businesses, informed by seminars, reading and collaborative work. In the process we taught the students creativity techniques, finance, research skills, marketing, pitching.

The culmination of the formal course was the completion of a business plan document and a pitch to well-informed, positively critical but unfortunately cash-free, “Dragons”.

The next key step for the teams – once their exams are over - will be to decide whether to take this further, refine their plans slightly, pitch to real investors and create real companies.

For more information

Mike Tennant, Centre for Environmental Policy, Imperial College London

Red Button Design

A speculative design company set up with the support of the University of Glasgow's Student Enterprise Manager Greig Sinclair has gone from strength to strength since appearing on BBC 2's The Dragon's Den.

Red Button Design was founded three years ago by students Amanda Jones and James Brown after their idea for an innovative water transport, sanitation and storage device won them first place in the University's Big Idea competition. The Reverse Osmosis Sanitation System (ROSS) allows individuals to collect water from the nearest source (whether contaminated or not) and sanitise it for drinking or bathing. The system is designed to bring relief to the 1.2 billion people in the world without access to safe water.

With support from Greig, including assistance in the development of their business plan, reviewing investment pitches and helping to secure bank overdrafts as well as providing business mentoring and support when setbacks were faced, the partners were able to develop their idea into a viable product.

An appearance on The Dragon's Den confirmed the market for their product, after they secured the best deal in the show's history by persuading all five dragons to invest for the original equity offered. Despite being offered the full £50,000 they asked for, Amanda and James have yet to accept the money after securing the same amount in prize money from business competitions including the Oxford University 21st Century Challenge and the Scottish Enterprise best new business award.

Following the show, Amanda and James were invited to go to India with dragon Peter Jones, Prime Minister Gordon Brown and Richard Branson. The trip was a key point in the company's development, allowing the partners to meet the people who will benefit from their product for the first time.

A prototype of the ROSS system has undergone initial field trials and the entrepreneurs are looking to renegotiate the original Dragon's Den deal. Amanda and James plan to have the ROSS system on the market in the next 12 months and further field trials are planned to secure a licence for the product.

Greig Sinclair said of the experience: "Working with ambitious young entrepreneurs like Amanda and James is a key aim of Student Enterprise and it has been very satisfying for us to see Red Button Design develop from a couple of students with a good idea, into a viable business with a highly sought-after product. Since they started the business they have continued their relationship with the University, speaking at student events and lectures and being involved as a client in the Encouraging Dynamic Global Entrepreneurs programme."



Contact

Greig Sinclair, Student Enterprise Manager
email: greig.sinclair@enterprise.gla.ac.uk phone: 0141 330 2625

Red Button - <http://www.thisisredbutton.co.uk/>

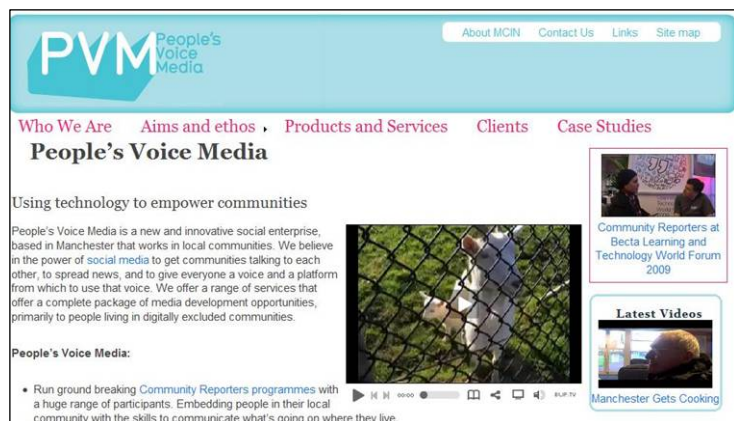
Using technology to empower local communities

[People's Voice Media](#) (PVM) is a Manchester-based social enterprise that uses social media and other communication tools to empower individuals and communities to gather and disseminate news and information, to network with each other, and influence policy makers. PVM is about generating conversations spreading news and getting people in communities talking to and working with each other.

PVM is based around its [Community Reporters programmes](#) which have a wide range of participants from local communities. Through their production of blogs and video reports, community reporters provide dynamic content enabling them to communicate what's going on where they live and, as a consequence, to improve their own social and work opportunities.

To encourage ongoing engagement by the community, PVM also provide [Social Media Centres](#). These are open and accessible community centres where there are full social media facilities, and where PVM run training programmes and provide support and encouragement to community reporters. Centres in operation include the **Salford Social Media Centre** based at the Innovation Forum in Charlestown and Lower Kersal and the **iBlog Centre** based at the Grange Community Centre in Beswick, Manchester.

PVM trains local people and gives them the tools to be able to report news, tell stories and provide other content. The media centres provide those reporters with social and technical support. We then distribute all this content via networks such as MyManchester which consists of [12 community websites](#) providing community news and information.



PVM aims to use new media in creative, innovative and affordable ways. Its central focus is to generate social media activity within hard-to-reach communities – turning them from media deserts to information-rich communities. In order to do this we form long-term, constructive dialogues with local communities. Community reporters give expression to a range of local opinions and concern. This potentially can provide an important form of community engagement with public agencies and service providers. Social media can reach parts of the community that might not normally get involved in other forms of community consultation. Online notice boards and group web sites and repositories can keep people involved between face-to-face meetings or who are unable to attend them. PVM's experience is that making local issues accessible online through audio, photo and video, as well as text, can engage people in a more creative and continuous way. Engaging in out-of-hours online debates may be the only way people in full time employment can find the time to engage in community activity at all.

PVM has developing relationships with MMU and the University of Salford who are all committed to community engagement. This relationship takes several different forms:

- The personal engagement and commitment of individual academics who are on the board of PVM
- The provision of physical and technological resources and support (PVM's social media centre is based in the University of Salford's Innovation Forum building)
- Providing partnerships for funding applications.

- On the educational side, the provision of wide range of skills ranging from basic skills in literacy and numeracy to technical and artistic skills.
- Providing people with routes into both further and higher education.
- PVM provides a rich research opportunity for university staff and students. Particularly useful are evaluation studies to establish what works well in social media. This can help especially with government bodies which increasingly require evidence-based, quantitative and qualitative analysis of success factors in any funding bids
- PVM provides a practical opportunity for undergraduate students' work experience and enhance their understanding of communities and their own employability.
- The large numbers of university students in the Manchester area can also be seen as part of communities and it is intended to roll out the community reporter's programme to students themselves
- PVM will contribute to, and be a focus of, the Citizen's Empowerment Strand of the forthcoming Smart City Futures Conference being organised by the three Manchester universities for later in 2009.

The People's Voice Media home page: <http://peoples-voice-media.co.uk>

Case Study University of Oxford

Social Entrepreneurship: The Oxford Approach at Begbroke Science Park

The creation and development of a new type of Science Park by Oxford University at Begbroke is leading to many new cross-disciplinary activities that go beyond the original vision. The science park is increasingly looking to adopt social enterprise approaches.

A selection of some of the new approaches that are in progress includes:

- 1) Links to the Health Trade, whereby companies or individuals are put in touch with academics who could help solve a specific problem. This might be as simple as preventing falls in the elderly or new ways of lifting people but it could also involve new types of medical sensor and telemetry.
- 2) Formation of informal networks of scientists, engineers and medical practitioners to address difficult problems. One recent example was when the Obstetrics and Gynaecology Department needed to detect particles in placenta fluid for early diagnosis of pre-eclampsia. A “workshop meeting” was used to create a network of researchers drawn from different groups in medicine, science and engineering and this led to a Wellcome Trust Translational award with a small innovative UK company NanoSight Ltd.
- 3) Working with local authorities to exchange ideas about energy and climate change. This venture is at an early stage but looks as if it will be very exciting and provide benefits beyond our usual outreach and link a wide variety of academics.
- 4) Links to charities who are trying to improve life in developing countries. We can help to identify and engage talented students who spend the long vacation working on problems. One recent example was to provide improvements to cooking stoves to make them more efficient and less damaging to health. Experience shows that this could be a good model for other ventures, especially if some small funding could be provided to help with students’ living expenses, because such projects capture their imagination and they are at the bright and innovative stage!

There are increasing links between all of the units within the University that reach out to different parts of the worlds of business, commerce and education. In particular these links are strong between the academics in traditional departments and Isis Innovation Ltd, the company that supports all commercialization aspects in the university, The Saïd Business School especially Oxford Science Enterprise Centre, Begbroke Science Park and the Continuing Professional Development unit. There is also increasingly linkage between academics from all departments and the Smith School for Enterprise and the Environment, the James Martin 21st Century School and the Environmental Change Institute, just to name a few.

Magpie Swop

Background Information

Magpie Swop is a non-profit company limited by Guarantee. The store (based on Park Avenue, Whitley Bay) trades in second hand clothes for cash back or store credit. Its primary objective is to build a business that thrives on the value of clothes and our environment.

Social Objectives

As a non-profit business limited by guarantee, the core values of the business are:

- to create jobs,
- plough the profits from selling clothes straight back into the business transparently,
- to support local organisations via regular clothing donations
- be a member of 1% for the Planet, an alliance of businesses financially committed to creating a healthy planet

(<http://www.onepercentfortheplanet.org/en/>).

All three business partners are alumni of Newcastle University. The business was registered on the 2 September 2008 and started to trade in late October 2008.

Long term objectives for the business include opening a second store focusing on second hand books with a connected vegetarian and vegan café under the Magpie business umbrella.

Support from University

The business has worked on a one to one basis with the university's Business Advisers.

The clients attended our 5-week Graduates into Business programme run by the Careers Service.

The business received a post start grant to the value of £250 from the Careers Service.

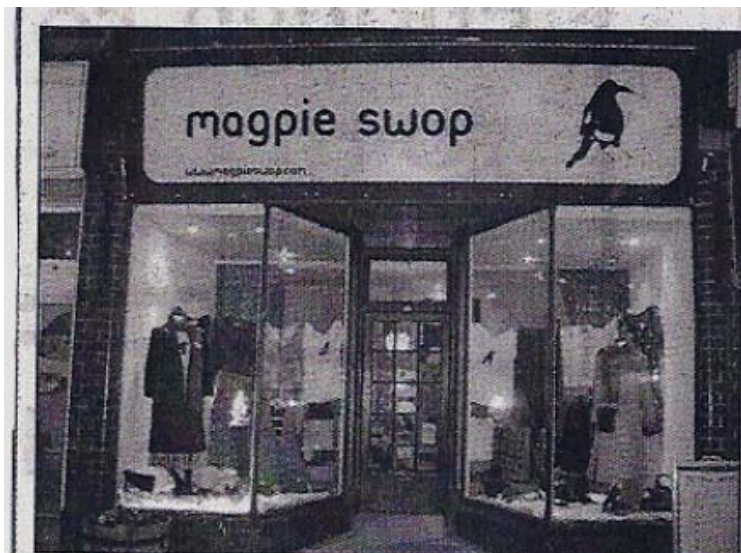
For more information

magpieswop@gmail.com

www.magpieswop.co.uk

www.myspace.com/mapgieswop

Article from local press



A NOT-for-profit shop is bringing green fashion to North Tyneside.

Magpie Swop, above, on Park View, Whitley Bay, sells second-hand clothes and offers fashion lovers the chance to give their used threads to a good home and earn themselves a credit note.

The people behind the store have been holding clothes swaps and recycling workshops in the North East for the last year.

The aim is to get people thinking about eco-fashion and how they can give their old clothes a new home once they are finished with them.

Store credit notes to the value of 50% of the items taken into swap will be given out, and will be valid for use in the shop for up to a year.

To launch the store, on Thursday March 5, Magpie Swop will be open

from 10am to 9pm with free drinks, snacks and nibbles.

Susie Rutherford, one of the three co-directors, said: "Clothes swapping is becoming more and more popular and it is a fantastic way to get something new and see your old clothes re-used."

Magpie Swop was set up in September 2008 by Rachel Charlesworth, Susie Rutherford and Rebecca Sloan.

The group have worked with local online fashion magazine Daisy Green on events and also held an eco-fashion show with Whitley Bay's Ethic Boutique, to raise funds for the Seaton Delaval Hall appeal.

Magpie Swop also runs school workshops based around recycling clothes.

For information, visit www.magpieswop.com

Case Study Lancaster University



Voltage

Nationally award-winning Lancaster University Volunteering Unit (LUVU) was founded in 2002 and is managed by the Students' Union in partnership with the University. LUVU exists with one aim – to harness the skills, expertise and energy of its students to support and help communities create a brighter future.

Background

LUVU's flagship project Voltage sees University student volunteers and business leaders supporting young people to start their own social enterprise. The project works in partnership with Burnley and Morecambe Football Club and the National Football Museum in Preston to engage young people who would not normally volunteer.

Young people use their enterprises to address problems in their community. The project has seen more than 600 sixth formers and further education students invest over £7000 profit back into their community. Examples of successful social enterprises that have continued past LUVU's intervention include:

- *Go Green* – an initiative in Burnley that saw the young people involved gain match funding for their £300 profit to ensure they could create recycling facilities at their new college
- *Blackpool and the Fylde* – students ran a mini garden business and towards the end of the project this team applied for a grant to purchase new products that will help future teams in their school.
- *Bits and Bobs* – have continued their business that made CD clocks, keyrings and calendars. Their profit goes to help a school in Africa.
- *Les Femmes* – a female team designed a 'Mother-Daughter' event that drew women together to raise awareness of domestic violence. The £600 they raised has gone into Women's Aid to support female victims of violence. This event will be repeated annually to maintain the awareness and continue to put money into Women's Aid.

Fitting the university's objectives

Voltage attracts significant levels of positive publicity that highlights the University's commitment to widening participation and community development. Specifically, Voltage has supported the University in making significant progress towards its Access Agreement goals of:

- *increasing ethnic minority students from 4.6% – 7.8%*
- *increasing the number of students from NS-SEC groups 4-7 from 19% to 26%*

Voltage has supported this by:

- Engaging 648 young people (since September 2006) from low socio-economic and low participation areas in activity that included multiple visits to the campus to take part in training and business development workshops.
- Expanding project delivery to include the East Lancashire area which further increased the number of ethnic minority young people engage. (Of the 443 young people engaged since June 2008, 106 have identified themselves as being from an ethnic minority group).
- Voltage has also been successful in engaging a diverse group of people including specialist schools and a School of Access for young people living independently with learning and physical disabilities.

University student volunteers involved enhance their employability and gain valuable work experience. Research conducted in February and March 2008 with just under 100 volunteers revealed:

- 92% of students rated their overall experience as either "good" or "very good"
- 93% felt they had the support and guidance needed to complete their project
- 86% felt they had improved job related and transferable skills

Case Study

Humanitarian Centre, Cambridge

Humanitarian Centre is a hub for Cambridge-based individuals and organisations engaged in international relief and development. Our goal is to maximise Cambridge's contribution to humanitarian action by fostering a dynamic community of individuals and organisations from across the city to become more than the sum of the individual parts.



History

Humanitarian Centre evolved from the experience of small NGOs spinning out of the University of Cambridge. For social (as opposed to for-profit) start-ups there was goodwill but little specific expertise available. Forming alliances and sharing resources with other similar groups was a strategic choice to make little go further and to create a lobbying base. Massive student interest in humanitarian issues was an important factor in swinging the University decision to provide support to the emerging hub in the form of a meeting room and five offices.

Grant-funding allowed recruitment to an 80% manager position in September 2006 and the Centre is now run by the manager and two full-time interns. Its services include:

- Regular networking events for NGOs, research students, local consultants
- Training in small organisation management and development practice
- Educational courses aimed at students and the wider public
- Support and encouragement to ideas, innovation and enterprise in the sector
- Provision of space, office facilities and equipment to organisations at cost price.

Social impacts of the Humanitarian Centre

The most important impact of the Centre comes through the work carried out by its members in furthering their missions. Humanitarian Centre activity supports them in going further, more effectively. Shelter Centre has left Cambridge and is now based in Geneva (www.sheltercentre.org). It still recruits student interns through Engineers Without Borders UK (www.ewb-uk.org), a national student-led engineering charity started by Cambridge University students and housed by the Centre.

EWB-UK is in receipt of Department for International Development funding to support its work in raising awareness of development issues with young engineers, in particular through training and research programmes.

Aptivate (www.aptivate.org), an innovative IT consultancy specialises in the development sector. Clients include developing country universities and governments, UK NGOs and international institutions.

These are examples of high profile success stories from within the Centre. However, the existence of the Centre also creates less tangible, process based outcomes which will have impact over the longer term:

- Providing a focal point for diverse interests in Cambridge to come together, in particular across the academic – practitioner divide
- Stimulating potential future entrepreneurs and innovators within the sector
- Educating the Cambridge student population at two Universities both in development issues but also in skills relevant to running organisations
- Supporting links across the town – gown divide – and “opening” the University to organisations which traditionally have not found a way into Cambridge Universities.

Enterprise within the Humanitarian Centre

Enterprise is at the heart of the Centre – the organisations we work with are based on people with drive and vision putting their ideas into practice. One measure of the Humanitarian Centre’s success will be the number and quality of innovative ideas emerging in this sector in Cambridge.

Our aspiration is to generate sufficient funding to support the core organisation through the services we offer – ie to move to a pure social enterprise model. This will be tough, as most of the organisations we work with have limited resources but is a necessary step towards a sustainable organisation.

University of Cambridge input and support

University input to the Humanitarian Centre is crucial but informal. The most visible supports come in the form of use of office space at cost and the senior University member who sits on the Board of Trustees (Humanitarian Centre is an independent charity and company limited by guarantee). Less visible are the access to small pots of funding that exist within the University (for instance the Active Community Fund to support student and staff volunteering), as well as countless informal contacts and links.

Within University administrative structures, offices such as Community Affairs, Careers Service, International Office, and Development Office provide relevant contacts, as Humanitarian Centre activities often have mutually beneficial goals. Academic contacts come from across the University, particularly from political and social sciences and engineering.

It is difficult to imagine Humanitarian Centre existing outside of a university environment – it thrives on the constant interest, stimulation, expertise, creativity, enthusiasm and goodwill of students and academics, as well as a flexible institutional environment.

For more information:

Website: www.humanitariancentre.org
Contact email: ian.steed@humanitariancentre.org

Case Study University of Bristol

MOSAIC

MOSAIC is a project from the school of Geography that focuses on landslide prevention in developing countries.

Away from the beach resorts, the inhabitants of the poorest housing on steep slopes in St Lucia live with the day-to-day threat posed by landslides, which are sometimes fatal and always destructive. But the communities themselves are now becoming equipped with the means to prevent these local catastrophes.

Professor Malcolm Anderson had pioneered research to help estimate the effects on slope stability of factors such as storms, slope characteristics and ground water levels. But he knew that technical assistance only went part of the way towards a lasting solution.

“There was a huge opportunity to better connect with people,” he explains. “There are plenty of people in government with many of the skills necessary to tackle landslide risk reduction issues and these regions can’t always afford to buy in consultants.”

Areas of poor housing in the Caribbean such as those in St Lucia are beset by an increasing number of small-scale local emergencies caused by population pressures. These recurrent events, such as landslides, tend to get overlooked in favour of dealing with the aftermath of big disasters. And what little action is taken can often be inappropriate: “Elsewhere, I’d seen large amounts of money spent and people being moved from areas of risk by political regimes, without any effective investigation,” he says. “We had to find solutions that were appropriate, sustainable and delivered to people on the ground.”

And the ground is exactly where the work needs to be done – on it, in it and beneath it. Slope stability is a central issue for these communities, and one that crosses disciplines: it affects houses, infrastructure, water supply and planning. Accordingly, Malcolm and his colleague Dr Liz Holcombe devised the MoSSaiC (Management of Slope Stability in Communities) programme and gathered representatives from eight government ministries and agencies on St Lucia to form the first MoSSaiC management committee. Its priorities were to identify government staff and community members who could develop and deliver a landslide risk reduction programme, and to set up field teams to work on those projects.

After just some 12 months, the results speak for themselves. At the community level, there is already capacity-build with the co-sharing of appropriate slope drainage measures. At the technical level, new low-cost slope drains have been constructed, and housing areas and main roads have been divided into landslide risk. At the government level, MoSSaiC has been formally approved by Cabinet, and training manuals and courses are up and running.

The World Bank is working closely with the project with a view to funding its roll out to other parts of the world. RED has provided support to develop the governance structure of MOSAIC, categorise and protect its IP, and prepare to work more widely across the world.

University of Bristol, Research & Enterprise Development, Senate House, Tyndall Avenue, Bristol
BS8 1TH

Case Study University of Bristol

Innocence network UK

The Innocence Network (INUK) was established in September 2004 by Dr Michael Naughton as an outgrowth of his extensive research and practical engagements with the problem of miscarriages of justice in the interests of facilitating a national network of innocence projects in universities in the UK, akin to the network of innocence projects in the United States. Its founding Patron is Sir Ludovic Kennedy. The other Patrons are Sir Geoffrey Bindman, Michael Mansfield QC, Professor (Emeritus) Michael Zander QC and Bruce Kent.

An Innocence Project is a group of (not necessarily law) students investigating, normally under the supervision of a practising lawyer, the case of a convicted person maintaining innocence, who has exhausted the initial appeals process.

There are no definitive criteria for innocence projects, other than that they are concerned with allegations of factual/actual innocence as opposed to allegations of technical miscarriages of justice. Innocence projects do not consider claims that murder convictions should have been convictions for manslaughter, for instance. It is important to note that the INUK is committed to the preservation of criminal legal aid and considers that innocence projects are a supplement to, and not a replacement for, legal aid.

INUK's first member innocence project was also set up by Michael Naughton at Bristol in January 2005 and since that time a further twenty-two university members have joined the organisation, with others in the pipeline currently exploring the viability of setting up a member innocence project in universities and higher education institutions throughout England, Wales and Scotland.

Since its establishment, the INUK has actively engaged with the cases of several hundred UK prisoners who are maintaining their innocence and referred eligible cases for full investigation to a member innocence project in UK universities. More specifically:

- INUK member innocence projects are currently working on 50 cases of prisoners maintaining innocence.
- The INUK involves 400 students and staff at its 23 member innocence projects.
- This equates to a conservative estimate of 50,000 pro bono hours on casework alone
- There are around 30 law firms and chambers working on a pro bono basis supervising the casework of member innocence projects.
- This equates to a conservative approximation of 3,000 hours pro bono contribution to this vital area of unmet legal need

University of Bristol, Research & Enterprise Development, Senate House, Tyndall Avenue, Bristol BS8 1TH

Case Study University of Manchester

Ketso

Ketso is a hands-on kit that enables people to think and work together better. It has emerged as a spin-off from Dr. Joanne Tippett's ESRC funded research in the Faculty of Humanities, at the University of Manchester.

In Lesotho (Southern Africa), where the kit originated, ketso means 'action'. Dr. Joanne Tippett developed the kit there, helping villagers plan a better future. Ketso enhances creativity and dialogue. Put simply: people get things done, feel their ideas are valued and that their time has been well used.

Ketso provides a 'workshop in a bag'. Its colourful tools and simple guide make running a good workshop easy. It gives confidence to people who lack experience in running a workshop, and extends the capabilities of experienced facilitators.



Ketso's business advantage lies in having turned advanced thinking in facilitation and learning, usually delivered as a service by professional facilitators, into a product available to everyone. In three primary markets: Government, Education and Voluntary sectors, there are more than 60,000 organisations in the UK alone.

Ketso brings groupwork to life - going far beyond flip charts and stick-on notes. It provides a better way to harness peoples' ideas and creativity and makes more effective use of their time. The results are more structured and useful. Ketso gives a voice to everybody, not just those who speak the loudest!

Ketso has been tested in applications including business planning, staff development, community planning, consulting on policy, and in teaching from primary school to postgraduate levels. Its effectiveness in practice has been shown in the UK, Northern Europe, USA, Southern Africa, Asia and the Middle East. Ketso has been used by over 50 customers, with over 1000 workshop participants.

The aim is to grow Ketso Ltd. to a £6 million company by 2014. Dr. Tippett's research was short listed for the Sustainable Development Commission's *Breakthrough Ideas for the 21st Century* in 2009. In 2008, Ketso won the Research Council UK Business Planning Competition prize for the best plan in the Humanities and Social Sciences.

Ketso aims to be a social enterprise with global research. Its social mission will be met by providing work opportunities to disadvantaged and disabled people in the UK and internationally, and through profit share with ThinkingWare, a Community Interest Company, which owns 35% of Ketso. ThinkingWare's social mission is to develop new ways to collaborate, learn and plan, and to steward the knowledge created by communities of people using tools such as Ketso in different settings.

Contact: Dr. Joanne Tippett
School of Environment and Development, University of Manchester
joanne.tippett@manchester.ac.uk
www.ketso.com

Case Study University of Cambridge

The role of the Community Affairs office in creating social enterprises

It's not only Technology Transfer Offices and Business Schools that can help universities create social enterprises. Many universities have community engagement / outreach teams who could provide useful contacts and expertise.

The Community Affairs office at Cambridge University is a good example of this. The office has a track record of working with marginalised groups, creating community organisations and has many useful contacts in the community.

In recent years the office has been able to support a number of people associated with the university to create community organisations that are experimenting with a social enterprise model. Some examples are:

- Shelter Centre: an NGO supporting the humanitarian community in post-conflict and disaster shelter and housing (www.sheltercentre.org)
- Aptivate: A not-for-profit NGO providing IT services for International Development (www.aptivate.org)
- The Café Project: a non-profit, volunteer-run café, bookswapping library, art gallery, discussion and performance space in the heart of Cambridge (www.cafeproject.org)
- The Cambridge School Classics Project: home to the world-renowned Cambridge Latin Course, and hundreds of free teaching and learning resources and teacher support for Latin in UK schools (<http://www.cambridgescp.com>)

Head of Community Affairs, Penny Wilson, says “The social enterprise option could open up swathes of academic expertise that will benefit society. Social enterprise is likely to be a much more attractive proposition to those academics who are not comfortable with commercialisation. Offices like Community Affairs in Cambridge could really help with this.”

Contact: Penny Wilson, Head of Community Affairs, University of Cambridge
penny.wilson@admin.cam.ac.uk
www.cam.ac.uk/communityaffairs

Contraception Education CIC

Contraception the Board Game

Contraception Education CIC (Community Interest Company) is an innovative social enterprise developing and producing sex education materials and resources for teachers and youth workers to use with young people, which started its life at Salford University.



The idea behind “Contraception the Board Game” was developed by Barbara Hastings Asatourian, a senior academic in Salford University’s School of Nursing. The primary motivation came from her work teaching sexual health education targeting young people with challenging behaviour. Barbara found it hard work to hold the groups’ attention for long periods of time and felt that the messages were restrictive and were not getting across adequately. This was amplified by the lack of suitable resources/ information and the fact that the emphasis was on telling the young people about the forms of contraception available but not tackling some of the wider issues that would affect their decision-making. The Contraception Board game was invented to get across safer sex and relationship messages to young people in a way that would engage them.

With business advice from the University, Barbara set up a company to produce and sell the game. The game has been translated into other languages and is being sold in different countries. It is available as a computer game and on white boards for larger classes and the content has been modified for a South African audience with more of a focus on HIV and Aids.

The company reinvested profits on the board game into further innovations and they now produce and sell a range of sex education resources.

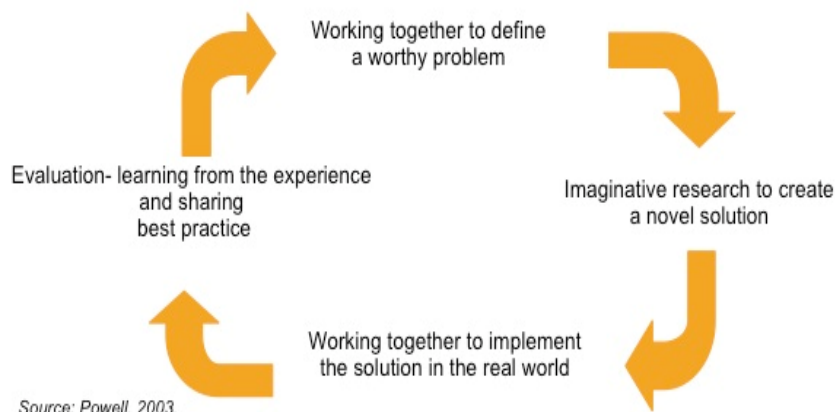


www.contraceptioneducation.co.uk

UPBEAT – A benchmarking-based methodology for evaluating social impacts

The UPBEAT programme – based on a consortium of five universities led by Salford University – has developed a methodology for evaluating social impacts of university outreach activity, including the creation of social enterprises.

The programme benchmarked 50 best practice examples of university enterprise relationships with business and the community, using an evaluation framework relevant for social enterprise. They found that winning new social and community academic enterprise ventures seem to occur when: universities and their partners have a high commitment in working together; only undertake projects which all believe worthy; and adopt creative leadership principles, especially through the implementation of ‘virtuous knowledge sharing’ – a two way, deep and iterative discussion demonstrated in this diagram, rather than the traditional one way “technology transfer”.



Examples of university-linked social enterprises taking part in the study include: ‘community banks’ for disadvantaged communities across the UK; ‘Contraception – A Board’ game to help young people prevent unwanted pregnancy; A Community Media Network developing 1000 community reporters; a patient empowerment and healthy living project; a young person music exchange and a community paper.

The studies also showed a more detailed demand for four underlying enterprise skills of their successful academic leaders and their creative teams: ‘academic business acumen’, ‘individual performance’, ‘social networking intelligence’ and ‘foresight enabling skills’.

The UPBEAT findings have been validated through a further 150 in-depth case studies across 30 European universities and has enabled hundreds of academic leaders to acquire new skills beyond those normally held by traditional academics, helping to ensure that true viability for an academic-led social enterprise.

The project has developed a range of compelling audio visual multi-media and learning materials to extend the uptake of the tools developed. These can be found on the UPBEAT web-site – www.upbeat.eu.com – which also holds detailed information on 150 of the best practice case studies and video interviews with some of the academic project leaders.

There is even a spin-out firm with an electronic tool based around the UPBEAT framework - see www.escendency.com

For more information:

Contact: Eur Ing Professor James A Powell OBE, DSc, Salford University, M5 4WT;
j.a.powell@salford.ac.uk

[Back to Contents](#)

Hints and tips for those new to university social enterprise spin-outs

The challenges ahead?

Naturally, as with any new business, there are challenges to overcome. Feedback from universities who have embarked on such spin-out activity has identified the following challenges, which need to be considered and managed to enable the activity to be successful:

- University targets are often not aligned to, or funded to support social enterprise spin-outs. Insufficient high level support for this type of activity.
- Developing spin-offs is not seen as an activity to enable career progression in some universities.
- There is often no intellectual property (IP) involved with social enterprise spin-outs, therefore opportunities to commercialise IP are limited. If commercialisation of IP is a key performance indicator to your role, the chances are that these opportunities take lower priority.
- University departments responsible for spin-out activity are not always well networked with social enterprise support groups and therefore report difficulties in supporting the development of such spin-out activity.
- Lack of knowledge about legal and governance structures, particularly for those new to the social enterprise arena, can make spin-out a time consuming task.
- Funding for new projects is often an obstacle, particularly in the early stages.
- Increased pressure on academics' time during the start-up phases of a spin-out, particularly if they are new to the arena of social enterprise.
- Time bound pressures on academics' time make it difficult to maintain the level of engagement required for a start-up.
- There are sometimes expectations that those involved in social enterprise should give their time for free, which can put pressure on academics wishing to develop a social enterprise.
- In some universities, knowledge exchange is seen as second best to research and therefore given less support at an operational level.
- Little understanding amongst academics of the difficulties and timescales involved in launching a business.
- Little understanding of the legal structures suitable for promoting social enterprise, the possible intellectual property regimes or the differences between a social enterprise and a 'standard' start-up.

Creating the right environment

Universities that have been successful in spinning out social enterprises have identified some of the factors they believe support this activity:

- A university-wide strategic focus on employability and enterprise for both students and staff
- Financial support from the university coffers to provide seed corn funding for new start-ups. Those universities that invest money in start-up activity tended to get a high level of participation.
- ERDF funding secured to support enterprise – funds used to build incubation facilities, hot hatches, provide training and build capacity of staff
- Provide funds in the budget for community work to help build links with communities and identify activity that meets the needs of the community
- Provision of training materials to staff wishing to start up social enterprises
- Development and maintenance of local networks, including the local authorities and health services as they are more interested in the services being provided by social enterprises
- Good links with the local social enterprise adviser via Business Link
- Funds to buy in specialist support – either through ERDF bids or Proof of Concept funding
- Good links with the Students Union, volunteering department and clubs/society leaders to convert enthusiasm into an actual social business
- University staff with the responsibility to develop social enterprises

- Support programmes available for those interested in starting a business – training, networking, mentoring
- Institutional buy-in from the top of the organisation
- Social enterprise spin-out activity needs to be integrated into mainstream rather than trying to function as an add-on.
- Allocation of resources – people and money to support the spin-out activity.
- Responsibility for social enterprise works best if it sits within a department with a focus on community engagement and supported by good business structures. Many successful spin-outs have been managed by Research Development of Tech Transfer offices.
- Support for the project from start to finish.
- Ability to identify funds to buy expertise in where required.

Next steps

Once you have a clear business plan you need to attract ‘believers’ and supporters both within and external to your organisation to help you drive the enterprise forward. Take some professional advice about the most appropriate legal structures to adopt based on your funding requirements and your organisation’s need. Talk to colleagues in other universities to see how they progressed their ideas and addressed challenges along the way. Keep the momentum and don’t give up!

[Back to Contents](#)

Getting help from within your university

You may be reading this document thinking that you are the first person in your TTO or student enterprise support organisation to try to create a social enterprise and that you are forced to 'go it alone'.

It is worth remembering that there may be several people already in your institution who have an interest in social enterprise and who may be able to help.

Ideas can bubble up from anywhere within your university, therefore it is important to make everyone aware of the potential benefits to be gained from social enterprise initiatives. In particular, it is beneficial to develop links between departments so that those with the expertise to support the business development of a social enterprise are accessible and known to those with the creative ideas and vice versa.

The following departments all have the potential to create, develop, support and implement social enterprise spin-outs – they just need to collaborate to do it effectively.

Tech Transfer Offices – are usually experienced at creating spin-outs from university research and may be interested in creating 'social spin-outs'.

Student enterprise units – run enterprise education courses and events for students and can help them with mentoring and incubation facilities (there may be closer overlap between university spin-outs and student start-ups in the social enterprise arena than is normally the case).

Community outreach and volunteering units – who have experience in creating social benefit but may be more used to a 'charity' model than an 'enterprise' one.

Students Union

Business School – many business schools run social enterprise courses and modules and will have staff with expertise in social enterprise; they will also be well networked with external social entrepreneurs.

Chaplaincy

Careers department

Alumni

Knowledge Transfer Office

Researchers

[Back to Contents](#)

Useful links

Ashoka UK

Ashoka is the global association of the world's leading social entrepreneurs.

www.ashoka.org

Association of Chief Executives of Voluntary Organisations

ACEVO connects, develop and represent the third sector's leaders.

www.acevo.org.uk/legalforms/

Balance

Online business analysis tool for the social sector. Designed by Manchester Metropolitan University Business School

<http://www.socialenterprisebalance.org/default.asp>

Business Link

How to Set Up a Social Enterprise

www.businesslink.gov.uk.trysocialenterprise

Included in the above information is an overview of legal structures for social enterprises

<http://tinyurl.com/3m2yzm>

CAN

Deploys a range of business support into social enterprises and provides high-quality shared office accommodation for social enterprises.

www.can-online.org.uk/pages/about_us.html

Changemakers Foundation

Changemakers are young people who lead positive change in their world. The Changemakers Foundation exists to discover, inspire, develop and connect these Changemakers.

www.changemakers.org.uk

Cooperatives UK

Serves and represents cooperative enterprise in the UK.

www.cooperatives-uk.coop

Community Action Network

Works to promote, develop and support social entrepreneurs.

www.can-online.org.uk

Development Trusts Association

Network of community enterprise practitioners dedicated to helping people set up development trusts and helping existing development trusts learn from each other and work effectively.

www.dta.org.uk

Enterprise Educators UK

Enterprise Educators UK is the national network for enterprise educators. They support enterprise educators from 90 Higher Education Institutions to develop their practice, network with peers, and collaborate in enterprise and entrepreneurship teaching and research across all curriculum areas.

www.enterprise.ac.uk

Economic and Social Research Council (ESRC)

ESRC funds research and training in social and economic issues.

<http://www.esrc.ac.uk/ESRCInfoCentre/about/CI/events/esrcseminar/socialenterprise.aspx>

Groundwork UK

Groundwork supports communities in need, working with partners to help improve the quality of people's lives, their prospects and potential and the places where they live, work and play.

www.groundwork.org.uk/

Office of Third Sector

Social enterprise background and policy

www.cabinetoffice.gov.uk/third_sector

Philanthropy UK

Leading resource for free and impartial advice to aspiring philanthropists who want to give effectively.

www.philanthropyuk.org

Proving and Improving

Toolkit to help provide social enterprise and other mission-driven organisations with the knowledge, tools and resources to prove and improve their quality and impact.

www.proveandimprove.org

New Economics Foundation

www.neweconomics.org

New Entrepreneur Scholarships (NES)

Advice, support and funding, aims to help people set up in business by offering comprehensive part-time, flexible support and finance to scholars.

www.nesprogramme.org

National Council for Voluntary Organisations (NCVO)

Provide useful introductory guides for groups interested in social enterprises.

www.ncvovol.org.uk

Skoll Centre for Social Entrepreneurship

Launched in November 2003 at the Saïd Business School, Oxford University, to promote the advancement of social entrepreneurship worldwide.

www.skollfoundation.org

School for Social Entrepreneurs (SSE)

The SSE runs practical learning programmes aimed at helping develop the individual entrepreneur and their organisation simultaneously

www.sse.org.uk

SSE keeps all their categorised bookmarks online at:

<http://del.icio.us/SSE>

Social Enterprise Ambassadors Programme

This site is all about some of the most inspirational and switched on people in Britain, all of whom lead social enterprises.

www.socialenterpriseambassadors.org.uk/

Social Enterprise Coalition

National organisation promoting social enterprise in the UK

www.socialenterprise.org.uk

Social Enterprise Training and Support (SETAS)

www.setas.co.uk

Social Enterprise Support Centre (SESC)

Advice and support, research and links to tender alerts for social enterprises.

www.sesc.info

Social Firms UK

Social Firms UK aims to support, strengthen and grow the Social Firm sector so that more people facing the most significant barriers to work can gain employment.

www.socialfirms.co.uk

Social Return on Investment Network (SROI)

Membership organisation with members who are practitioners, academics, funders and investors with an interest in the use and development of social return on investment.

www.sroi-uk.org.uk

The Tool Factory

Social impact measurement

www.thetoolfactory.com/

UnLtd

Charity which supports social entrepreneurs by providing a complete package of funding and support, to help individuals make their ideas a reality. Access to resources and toolkits.

www.unltd.org.uk

UnLtdWorld

A global online community of stakeholders in social enterprise; connecting members to personalised support, information and insight.

<http://unltdworld.com>

Womens Enterprise Task Force

National body championing women's enterprise. It was set up by Gordon Brown to increase the quantity, scalability and success of women-owned businesses in the UK.

www.womensenterprisetaskforce.co.uk

[Back to Contents](#)

Glossary of terms

The following list presents a glossary of the most common terms you will come across within the social enterprise arena. Further links are provided below for a more extensive list of terms.

CDFI - Community Development Finance Institutions

Provide finance and support to businesses and individuals in disadvantaged communities.

Charity

An organisation set up exclusively for charitable purposes and the public benefit.

CIC – Community Interest Company

A limited liability company, which has passed a regulated 'community interest test' and has an 'asset lock'. They can be limited by shares or by guarantee.

Community Foundations

Provide grant-making and administrative support to donors giving locally.

Commercial Finance (debt and equity):

- **Debt** – usually available in the form of loans; a sum of money that is lent on condition that it is repaid in the future, usually with interest
- **Equity** – in exchange for receiving capital investment, the owner of the organisation cedes part-ownership of the enterprise

Companies House

The official UK government register of UK companies.

CLG - Company Limited by Guarantee

A limited liability company often used by third sector organisations, with 'members' instead of shareholders liable only for a nominal value, normally one pound.

CLS - Company Limited by Shares

A limited liability company where the liability of shareholders is limited to the capital invested.

Co-operative

An organisation with a democratic structure, which trades for the benefit of its owner-members.

Directors

The individuals entrusted with day to day responsibility for the organisation.

Exempt Charity

A charitable industrial and provident society that is registered with the Financial Services Authority and currently 'exempt' from registering with the Charity Commission.

Foundation Trusts

Independent public benefit corporations that deliver healthcare and are modelled on co-operative and mutual traditions.

Grants - a form of financial support offered, which does not need to be repaid but activity funded may need to meet specific objectives

IPS – Industrial and Provident Society

A form of incorporation often used by co-operatives and other businesses for community benefit.

Memorandum of Association

This contains a business' object and powers, the amount of share capital or guarantee and a non-profit distribution clause if relevant.

Mutual

Democratically controlled organisations whose members have joined together to provide a shared service for mutual benefit.

Social Enterprise Investment Fund

A £100 million fund set up by the Social Enterprise Unit to support social enterprises and build their capacity.

Social Firm

Social enterprises set up specifically to create jobs for people severely disadvantaged in the labour market. They must have 25 per cent of employees from groups at a disadvantage in the labour market.

Social Venture Capital

Venture capital funds, which target organisations with clear environmental and social objectives.

Third Sector

Organisations driven by a social or environmental mission rather than profit, including voluntary and community organisations, charities, social enterprises, faith groups and mutuals.

Venture Philanthropy

Aims to supply the hands-on management techniques of venture capitalists to grant-making, to improve the quality, efficiency and effectiveness of the services offered by the organisations they invest in.

Patient capital

Typically in the form of investments designed to give an organisation time to develop and grow.

Want to know more?**Philanthropy UK**

Glossary of terms

<http://www.philanthropyuk.org/Resources/Givingglossary>

[Back to Contents](#)