

SOCIAL ENTERPRISE AND DEFRA'S OBJECTIVES: AN AGENDA FOR COLLABORATION

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1. INTRODUCTION AND SUMMARY

1.1 This paper has been drawn up as a contribution to the development of a Defra Third Sector Strategy¹, and particularly to the place of social enterprise within that strategy. We believe that adopting and extending social enterprise approaches can make a distinctive, real and positive impact on the achievement of Defra's strategic objectives; and indeed there is ample evidence that this is already happening. On behalf of England's social enterprises, we seek closer, sustained and mutually supportive relationships with Defra and its partner organisations to help maximise this impact.

1.2 In the paper, we:

- (a) highlight the principles underlying social enterprises and the ways in which their adoption can bring new approaches to supporting delivery of Defra's challenging agenda, across which responding to climate change is a central and pervasive theme (section 2);
- (b) illustrate how social enterprises are already making a difference in relation to realising Defra's objectives, as evidence of the benefits of the social enterprise approach, and what factors inhibit strengthening their impact (section 3);
- (c) identify a set of issues which we believe would sensibly be addressed collaboratively between Defra and the social enterprise sector, building on the constructive relationships between Defra and the sector that have existed since the Department was created, and propose a set of specific actions for making progress (section 4).

1.3 Although the paper presents social enterprise in relation to Defra's objectives, much of it is equally applicable to the objectives of Defra's partner organisations. The Environment Agency, the Forestry Commission and Natural England are major delivery bodies whose objectives can in turn be assisted by encouraging and supporting social enterprise approaches. In addition, many other Defra-sponsored organisations – ranging from the Energy Saving Trust to the National Parks Authorities – can facilitate the growth of social enterprises through their influence and actions. We believe it would be valuable to engage these bodies in this collaboration agenda.

1.4 We recognise that Defra cannot achieve its objectives working in isolation. The issues on Defra's agenda, and the policy responses to them, are complex. So, apart from working through its partner organisations, Defra has to work across government to influence the ways in which other Departments use the levers available to them. The frameworks within which local government, the regional development agencies and NHS bodies operate, on which CLG, BERR and DH respectively lead, are important examples. This method of working is particularly challenging for overarching issues like the response to climate change

¹ The paper has been inspired by the consultation document *Towards a Defra Third Sector Strategy*, November 2007, but does not respond to every one of the consultation questions directly.

(where both the high political profile and the complexity are acknowledged in the PSA Delivery Agreement) or the rural communities agenda (where there is a risk of loss of focus on realising the distinctive potential of rural areas and addressing their needs following the “mainstreaming” approach to policy and delivery). Our proposition is that social enterprise offers an approach which reinforces joint agendas which could, in other circumstances, be in conflict. It is a win-win approach.

1.5 The paper does not seek to repeat in detail the extensive evidence – both analytical and case-study based - on the benefits of the social enterprise approach, which is readily available elsewhere. Instead, we highlight briefly those aspects of the evidence of greatest relevance to Defra’s work, as support for our action proposals.

1.6 The five partner organisations who have prepared the paper have substantial experience of both the policy and supporting the practice of social enterprise approaches, informed by extensive practitioner networks. Brief information about each organisation is at [Annex C](#). Apart from RISE, which has a regional focus on South West England, we work nationally and are strategic partners with the Office of the Third Sector.

2. THE ADDED VALUE OF SOCIAL ENTERPRISE

2.1 Social enterprise is both a way of doing business and a set of social values. People who engage with social enterprises – whether as owners, suppliers, employees or customers – are often giving effect to their belief that social or shared goals, including environmental goals, should rank above short-term self-interest.

2.2 Adopting such values underpins, and indeed may be a prerequisite for, the behaviour changes that are needed to secure Defra’s climate change and other environmental goals. The Stern review saw the development and application of new technologies and products as an essential part of the response to climate change. Social enterprises – motivated by drivers other than personal or shareholder profit - can experiment, take risks and deliver innovative business solutions to the application of these technologies, including new approaches to business structures and management. These in turn feed through into the necessary changes in practices and processes by businesses more generally and by individuals in the way they manage their lives.

2.3 Social enterprises come in a variety of forms and sizes with a variety of purposes², and caution is needed in making generalised statements. However, the common ground which distinguishes them from the private sector and the voluntary and community sector – a *combination* of primarily social motivation and operating by trading goods or services – serves as a baseline for identifying characteristics of the social enterprise approach which can support delivery of Defra’s objectives. These are set out in the box below. Not all social enterprises exhibit all of the following characteristics; but all have been observed in individual businesses.

² In this paper we have adopted the UK Government’s definition of a social enterprise as “a business with primarily social objectives whose surpluses are principally reinvested for that purpose in the business or in the community, rather than being driven by the need to maximise profit for shareholders and owners”.

Market creation: particularly important for Defra, which operates in many areas where markets have failed or need to be redefined, for example in securing environmental benefits from farming, in sustaining services to rural communities, and in adopting green behaviours.

- Innovation: social enterprises have innovated to develop new markets, in some cases taking instances of market failure and reconfiguring them as market opportunities. The lack of pressure to generate shareholder returns enables social enterprises to experiment and innovate at the expense of profit maximisation.
- Risk: social enterprises have been ready to enter into markets that have been unattractive to the private sector.

Community engagement: many social enterprises are owned by their communities, who come together to develop services meeting a range of needs, and in a cost-effective manner.

- Stronger communities: community capacity for self-help is strengthened as people come together to find shared solutions.
- Hard-to-reach groups: the local knowledge inherent in a community-run social enterprise, the absence of “state” connotations, and the social objectives of the enterprise combine to enable it to reach people who might otherwise not participate or engage.
- Joined-up services: services are designed from the standpoint of what the community wants and knows will work rather than to suit the logistics of a sometimes remote individual service provider. This will be a vital counterbalance to the risks inherent in the shift to “mainstreaming” public services targeted at rural areas into the planning and delivery of public service provision as a whole.

Locally-based: most – though not all - social enterprises operate within a local area.

- Reduces transport costs and therefore emissions.
- Enables customers easily to identify the source of products and produce.
- Provides local employment opportunities.
- Retains profits within the local area, so reducing “leakage” out of the local economy, which is particularly important for sustainable rural communities.

Multiple outcomes: the achievement of sustainable development, on which Defra leads across government and which is central to delivery of Defra’s own objectives, depends on securing – in any given set of circumstances – beneficial economic, social and environmental outcomes.

- Triple/double bottom line: the social objectives of a social enterprise combined with the need to earn income to remain solvent mean that economic and social benefits will by definition be a minimum characteristic. Many social enterprises also aim to secure environmental benefits, eg in farming, recycling, energy generation, localised services. Research in Scotland demonstrates that social enterprises are generally more environmentally conscious than other businesses, even those whose core business is not an environmental service³.

³ *Saving money, saving the planet.....*, Triodos Bank and Scottish Social Enterprise Coalition, September 2007

- Cross-sector: many social enterprises grow by diversifying into different types of business. For example, a social enterprise model would be well placed to tailor a transport and delivery service to the needs of local residents (by timing journeys to connect with trains or primary route buses) and local businesses (by delivering or collecting goods). The model could expand into the provision of home delivery and mobile services. Altogether it provides local employment, reduces isolation, and enables housing to be built in places where to do so would be otherwise unsustainable.

3. HOW SOCIAL ENTERPRISE APPROACHES ARE SUPPORTING DEFRA OBJECTIVES

Policy context

3.1 Within government, Defra has been a consistent champion of social enterprise since 2001 when the Department was created, initially with a strong focus on rural social enterprise, but progressively broadening its support across the emerging Defra agenda, particularly waste and local foods. Defra has given Ministerial backing and financial support to social enterprise events, arranged awareness-raising sessions for senior staff (in which representatives of the social enterprise sector participated), and in 2005 produced a social enterprise position statement setting out how it envisaged continuing support for the sector in delivering its then strategic priorities.

3.2 The 2007 Comprehensive Spending Review set Defra's key objectives for 2008-2011. We believe that social enterprise approaches have particular relevance to delivering the departmental strategic objectives on:

- Climate change – domestic action (including adaptation - from the resilience objective - as well as action to reduce greenhouse gas emissions)
- Natural environment
- Sustainable production and consumption
- Food and farming
- Rural communities

These objectives are in many respects interdependent, with all contributing in different ways and in different degrees to the overarching goal of responding effectively to climate change. This interdependency is reflected in the following selection of practical examples of how social enterprise approaches are already contributing to delivering the objectives, and in the assessment of the potential for social enterprise to do more.

Delivery on the ground

3.3 Annex B shows how a selection of social enterprises supports Defra's strategic objectives:

- The matrix at Annex B1 shows the extent to which the enterprises deliver multiple outcomes and benefits, and how these fit with Defra's strategic objectives.
- The table at Annex B2 gives a brief description of each enterprise, grouped according to the Defra objective to which they most directly contribute.

3.4 The following box is a summary by objective.

Climate change – domestic action

Generating renewable energy

Promoting energy efficiency*

Recycling waste*

Reducing the need to travel and therefore emissions, particularly car journeys, by providing affordable housing and access to services locally*

Providing local and seasonal foods*

Engaging communities in collective action, and informing individuals

(Asterisked items are explicitly identified in the Citizen Engagement section of the climate change PSA Delivery Agreement)

Natural environment

Protecting and enhancing biodiversity

Encouraging understanding and enjoyment of the natural environment

Managing land and soils sustainably

Reducing pollution by reducing the need to travel

Sustainable consumption and production

Generating renewable energy

Promoting energy efficiency

Recycling waste

Providing local and seasonal foods

Developing eco-housing

Food and farming

Promoting farming practices with reduced adverse environmental impacts and increased positive impacts (eg on biodiversity)

Supplying food locally, direct from farms or through local retail outlets

Encouraging healthy eating options

Educating consumers about food and farming

Rural communities

Addressing market failure in provision of/access to services (eg: transport, personal social care, childcare, and retail services)

Providing affordable rural housing (eg through Community Land Trusts which have as yet undeveloped potential)

Retaining profits locally, so reducing leakage of wealth outside local area

Building community capacity for self-help and innovation, including applying new purposes to unused assets.

3.5 Particularly relevant in the Defra context is the EU LEADER+ programme. The principles of LEADER+ (including networking, community engagement and ownership, innovation and inter-sector cooperation) are in essence a social enterprise approach to rural regeneration. There are opportunities within the new Rural Development Programme for England to develop social enterprises through the LEADER+ approach, which also offers useful learning points for providing bottom-up, differentiated and focussed business support structures.

Barriers to development

3.6 The barriers to developing social enterprises are already well documented. The issues have been acknowledged by government, notably in the November 2006 Social Enterprise Action Plan. In relation to the types of social enterprise which support delivery of Defra's objectives, the key issues are (in brief):

- (a) **Access to business support**, where – despite assurances from the Office of the Third Sector about the importance of ensuring social enterprises receive business support relevant to their needs, and the allocation of additional funding to regional development agencies – the evidence⁴ at present is that the new Business Link offer is not taking account of the particular conditions and requirements in the social enterprise sector. There are some useful initiatives in place but these tend to be outside of the mainstream Business Link services, which need to be tailored to social enterprises as well as the conventional sector if the former are not to be disadvantaged. The BERR-led business support simplification programme risks making access to relevant support even more difficult. A fuller explanation is at [Annex A](#). The business support model adopted in South West England illustrates one approach that could be delivered across the whole country: in the South West the mainstream service has been adapted to deliver specialist advice within the Business Link gateway and through developing brokered products delivered by specialist providers.
- (b) **Access to information to demonstrate the benefits and impacts of the social enterprise approach**, since although there are ample case studies, many of the benefits described are not readily quantifiable in ways that enable value to be measured or the outcomes to be compared with delivery through the commercial or public sectors. Of particular relevance to Defra's objectives is the development of effective techniques for measuring the multiple outcomes from a single social enterprise and for mapping these across to Defra's inter-related and mutually reinforcing policy objectives. Demonstrating the benefits is critical when pitching for contracts or funding; but doing so can also inspire people working in enterprises to even greater efforts and encourage those not in the social enterprise sector to become involved.
- (c) **Access to public service contracts**, where there is evidence⁵ that social enterprises – particularly small ones - are not always competing on a level playing field with conventional sector businesses, especially the larger ones. In particular, pressure on public bodies to secure Gershon efficiencies by aggregating contracts will discriminate against small businesses, which includes many social enterprises. There is a particular concern about the

⁴ See for example *Mapping Regional Approaches to Business Support for Social Enterprises* by Rocket Science for Office of the Third Sector and the England RDAs, February 2007.

⁵ *Research on Third Sector Access to Finance*, SQW for the Office of the Third Sector, May 2007.

plans under the business support simplification programme to bundle into large contracts the brokered packages of business support. This would disadvantage small social enterprises which have the expertise needed to deliver the support effectively.

- (d) **Access to finance**, particularly loan finance (as grants become less easy to obtain). There has been considerable improvement in the supply of lenders willing to support social enterprise ventures, and the evidence⁶ suggests that social enterprises are no less likely to be offered a loan than a conventional business with equivalent levels of risk. More significant is the demand issue, with some social enterprises – particularly those coming out of the voluntary and community sector – reluctant to seek loan finance with its attendant responsibilities. There are cultural issues here to be addressed.
- (e) **Access to management skills**, which are lacking in some social enterprises. This is in part a consequence of some boards, particularly those made up of people steeped in the voluntary tradition, being unwilling to adapt entrepreneurial approaches; in particular they are often insufficiently aware of the importance of bringing in the professional skills needed to develop the business and grow the market.
- (f) **Access to land and property**, which particularly affects social enterprises needing premises or land to develop (eg community land trusts, energy generation developments). The difficulty is partly a function of land prices and partly a result of restrictive policies by local planning authorities.

3.7 Work is in hand, in some cases well advanced, to address these issues. Both government through its influence on the enabling environment and leaders in the social enterprise movement have key roles to play.

4. PROPOSED COLLABORATION AGENDA

4.1 The evidence on the distribution and growth of social enterprise approaches, including that from some of the case studies used in this paper, suggests that there is an important role for government and social enterprise interests acting collaboratively to overcome the remaining obstacles to scaling up the use of social enterprise.

4.2 Much has already been identified generically by the Office of the Third Sector and its partners. Some enabling measures – for example, on taxation – remain the preserve of central departments such as the Treasury, though other departments have a role in influencing central departments by collecting and deploying evidence. Other measures – for example, the development of commonly accepted methods of quantifying the value of social enterprise – require input from different business sectors, and support from a variety of departments.

4.3 Within the scope of Defra's objectives, we have identified a set of actions that could most usefully be taken forward by Defra and representatives of social enterprise in a collaborative manner. This proposal is in part a response to the questions in the consultation document, but we see it as a free-standing agenda on which we would welcome further dialogue as Defra's wider third sector strategy is developed.

Overarching themes

⁶ *Finance for small and medium-sized enterprises: comparisons of social enterprises and mainstream businesses*, University of Warwick, June 2007.

4.4 The aims of this proposed agenda are to strengthen collaboration between Defra and the social enterprise movement (and the five partners in particular), leading to a specific action plan consistent with commitments given by government as a whole and with the ambition of the social enterprise movement. In particular, we see value in working collaboratively:

- (a) to secure a genuinely profound cultural shift within Defra and its delivery bodies so that social enterprise approaches are considered automatically alongside private sector proposals as a means of contributing to the delivery of objectives;
- (b) in support of (a), to develop further the evidence base for the value added by social enterprise approaches to the delivery of Defra's objectives, particularly in building on existing work to devise commonly accepted ways of measuring that value;
- (c) to identify new social enterprise markets, or existing markets with growth potential, that would help Defra deliver its objectives; and
- (d) to facilitate access to tailored and relevant business support and finance for social enterprises to develop in new and existing markets.

Specific actions

4.5 As noted above, what follows is put forward as a basis for further discussion, including clarification of specific outputs, lead responsibilities and timing.

Topic 1: Cultural Shift	
Action	Output
Devise and implement a refreshed programme to deepen awareness within Defra of the value added by social enterprises, including (for example) production of policy-specific guides to the types of existing social enterprise, and facilitated visits by policy teams to relevant social enterprises.	Improve the ability of individual units within Defra and its delivery partners to see the potential of social enterprise options for delivering their objectives.
Ensure that Defra procurement policies and procedures encourage consideration of social enterprise options.	
Actively use the emerging social enterprise evidence base to inform policy development, particularly when considering delivery options.	
Develop similar initiatives for key Defra delivery partner organisations.	
Topic 2: Building the evidence base	
Action	Output
Identify which measures could most usefully be standardised, taking account of the Defra Intermediate Outcome indicators; and match this up with ongoing value measurement work. In conjunction with centrally-led OTS activity.	Progress towards agreement on commonly accepted measures which demonstrate the benefits to Defra's agenda.
Clarify quantifiability of outcomes from existing case studies.	
In particular, identify techniques which demonstrate the multiple benefits delivered by social enterprises which map onto the achievement of multiple Defra policy objectives.	

Topic 3: Market development	
Action	Output
Work, with OTS support, to carry out market analyses of business sectors contributing to Defra's objectives, as envisaged in the CSR third sector review ⁷ .	Scope for Defra intervention and support in market development defined; partners clearer about what can usefully be carried out by them.
Identify potential opportunities for scaling up the contribution of social enterprises to Defra objectives, and assess whether there are specific barriers that are not being addressed, or not being addressed sufficiently.	
In particular, identify the potential roles of social enterprise approaches in encouraging compliance with regulation (eg in waste management, farming practices).	
Facilitate awareness of, and access to, funding sources relevant to delivery of Defra objectives.	
Topic 4: Business support	
Action	Output
Work, with OTS, to ensure that further development of the BERR-led business support simplification programme takes account of the needs of social enterprises for business support as part of the mainstream Business Link offering, and for the development of brokered packages of support delivered by organisations with the necessary expertise; and that the risks of not providing such support are highlighted.	Further development of the regional Business Link offer embraces needs of social enterprises.
Ensure that Defra contacts with RDAs emphasise the value added of social enterprises in delivering Defra and RDA objectives, and the need for effective business support if the value is to be maximised.	
Topic 5: Collaboration processes	
Action	Output
Deliver the above work programme through objective-focussed task groups alongside the standing groups.	Defra and the social enterprise sector jointly engaged in a search for solutions.
Engage the Defra delivery bodies directly in the work programme.	
Establish joint overall programme management arrangements.	

4.6 We recognise the resource pressures on Defra, particularly on running costs. So we see this as a genuinely collaborative agenda in which we as the partner organisations would also invest time and effort in parallel with a commitment from Defra to engage.

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⁷ Para 5.49 of *The future role of the third sector in social and economic regeneration: final report*, Cm 7189, July 2007

SOCIAL ENTERPRISE AND THE BUSINESS SUPPORT SIMPLIFICATION PROGRAMME

A1. The Government has been consulting on proposals to simplify publicly-funded business support, with Business Link as the primary publicly-funded access channel to business support. The Government's response to the consultation was published by BERR in December 2007⁸. The response acknowledges many of the concerns expressed by social enterprise organisations, but is imprecise on the detail of how these will be addressed. BERR envisage that the "full policy framework and vision for simplified business support will be announced by Spring 2008", which suggests that there is still considerable detail to be worked through with RDAs and Business Link. The response contains a commitment that "the business support portfolio will be available to all types of business, including social enterprises".

A2. Social enterprise representative bodies have highlighted a number of concerns about the simplification proposals, in particular:

- (a) Insufficient detail in the proposals to be able to comment fully on the implications, and to see how they comply with the commitments from the Office of the Third Sector on business support for social enterprises.
- (b) A risk that simplification and channelling through Business Link will prevent RDAs from developing multiple access routes to support, which will be particularly important for social enterprises.
- (c) The unsuitability of a "product"-based offering for social enterprises, which often do not identify themselves as businesses in their initial development stages and will therefore have difficulty in recognising the potential relevance of the support on offer, a risk intensified by the large-scale nature of the planned delivery contracts (see (e) below).
- (d) Concern that Business Link may not be able to signpost social enterprises to specialised support on community development and use of volunteers.
- (e) The risk of social enterprise suppliers of business support being excluded from winning the larger tenders – including the delivery of the brokered packages of tailored business support - implied by the simplified service.
- (f) The possibility that simplified business support products will not be able to deliver the needs of social enterprise for longer "hand-holding" periods following start-up.
- (g) The inadequacy of mechanisms for sharing good practice and experience across regions.

A3. The BERR response to these concerns is largely to register them as issues for further work, though with only limited indications that the concerns will be acted on. This should be of little comfort to the Office of the Third Sector and to any Department – such as Defra – whose objectives can be significantly advanced by the use of social enterprise approaches.

A4. There are some excellent examples in some regions of targeted business support for social enterprise across the regions, for example in the East of England where Business Link offers some diagnostic support targeted at social enterprises to help them identify coaching needs. In the North West, a Plunkett-led support programme is delivered in partnership with

⁸ <http://www.berr.gov.uk/files/file42641.pdf>

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three Rural Community Councils and with RDA funding, although this is outside the mainstream Business Link service. There are several others. But welcome though these initiatives are, they are time-limited and do not directly address the lack of support across England for social enterprises within the mainstream Business Link offer.

MATRIX: MULTIPLE OUTCOMES AND FIT WITH DEFRA STRATEGIC OBJECTIVES

ANNEX B1

	Amble Develop-ment Trust	Baywind	Cashes Green housing	Clapham Community Cooperative	Cybermoor	Early Birds Nursery	Energy4All	Furniture Link Bedford	Kielder Community Enterprise	Magpie Recycling
Principal area of operation (region - county)	NE - Nthmberld	NW - Cumbria	SW - Glos	Y&H - Nth Yorks	NW - Cumbria	EM - Derbyshire	UK	East - Bedfordshire	NE - Northmbrlnd	SE - Brighton
Outcome/benefits										
Reduced car journeys/emissions			y		y	y			y	y
Educates users/consumers		y		y			y			
Direct community involvement	y	y	y	y	y			y	y	y
Promotes good health										
Local food			y							
Community shop	y									
Leisure facilities					y					
Serves rural communities	y	y	y	y	y	y	y	y	y	
Improves access to services	y					y			y	
Develops skills for employment	y				y			y	y	
Provides local employment	y	y		y	y	y		y		
Reduces "leakage" of wealth	y	y								
Biodiversity benefits										
Promotes renewable energy		y		y			y		y	
Energy efficiency		y	y				y			
Recycles waste				y				y		y
Reducing dependence on grants										y
Care services						y				
Affordable housing			y							
Defra objective supported										
Climate change		y	y	y		y				y
Natural environment				y						
Sustainable production/consumption		y	y	y				y		y
Food and farming	y		y							
Rural communities	y	y	y	y		y		y		

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	Mevagissey Activity Centre	Moviola	North Pennines Heritage Trust	Proper Job Community Business	Stable Trading Company	Stroud Community Agriculture	Tackley Village Shop	Waverly Hoppa Community Transport
Principal area of operation (region - county)	SW - Cornwall	SW - Various	NE, NW - Cumbria, Durham, Nthmberld	SW - Devon	NW - Lancashire	SW - Glos	SE - Oxfordshire	SE - Surrey
Outcome/benefits								
Reduced car journeys/emissions	y	y			y	y	y	y
Educates users/consumers			y		y	y		
Direct community involvement	y	y		y	y	y	y	
Promotes good health	y				y	y		
Local food				y	y	y	y	
Community shop				y			y	
Leisure facilities	y	y	y				y	
Serves rural communities	y	y		y	y	y	y	y
Improves access to services	y						y	y
Develops skills for employment	y			y	y			
Provides local employment			y		y		y	
Reduces "leakage" of wealth						y	y	y
Biodiversity benefits						y		
Promotes renewable energy			y					
Energy efficiency								
Recycles waste				y				
Reducing dependence on grants								y
Care services								
Affordable housing			y					
Defra objective supported								
Climate change	y	y	y	y		y	y	y
Natural environment			y			y		
Sustainable production/consumption			y	y		y		
Food and farming				y	y	y	y	
Rural communities	y	y	y	y	y	y	y	y

SELECTED SOCIAL ENTERPRISES

<i>Climate Change Objectives: Climate change tackled, ... through domestic action to reduce greenhouse gas emissions. Economy and society ... adapted to the impacts of climate change.</i>		
Enterprise	Outcome(s)	Also supports
<p>Baywind Energy Cooperative, Cumbria – Industrial & Provident Society enabling local communities to invest in electricity generation by wind turbines. Funds an energy conservation trust to provide information and grants for energy saving locally; and spun off Energy4All to promote cooperative energy generation elsewhere in the UK.</p> <p>www.baywind.co.uk ; www.energy4all.co.uk</p>	<ul style="list-style-type: none"> • Renewable energy delivered to communities • Close community engagement through investment (and dividends) • Educates communities in energy and environmental issues • Creates local employment opportunities 	<p>Sustainable production and consumption</p> <p>Rural communities</p>
<p>Clapham Community Co-operative, Yorkshire - Local residents formed a co-operative in order to produce bio-diesel by recycling vegetable oil from local pubs and restaurants. There are currently 60 members of the co-operative who use bio-diesel, and many are actively involved in producing the bio-diesel.</p>	<ul style="list-style-type: none"> • Recycles waste oil. • Produces sustainable energy at a local level. • Involves community in the production of sustainable energy. • Raises knowledge about and interest in sustainable energy. • Created strong bond within local community. • Engaged residents in self-help and community investment. 	<p>Natural environment</p> <p>Sustainable production and consumption.</p> <p>Rural communities</p>

Natural Environment Objective: A healthy, resilient, productive and diverse natural environment		
Enterprise	Outcome(s)	Also supports
<p>Rockingham Forest Trust, Northamptonshire - an environmental and rural development charity which works to improve the environment of Rockingham Forest through community involvement and enterprise. It generates income by managing, on behalf of other bodies, a large forest and countryside site in support of the heritage, the natural environment and the communities. Education is a major activity, and the trust is participating in a programme to build its social enterprise capacity.</p> <p>www.rockingham-forest-trust.org.uk</p>	<ul style="list-style-type: none"> • Landscape and biodiversity actively managed for conservation, education and leisure purposes • Community engaged in conserving and managing the resource. 	<p>Rural communities</p>

<i>Sustainable Production and Consumption Objective: Sustainable patterns of consumption and production</i>		
Enterprise	Outcome(s)	Also supports
<p>Furniture Link Bedford - Furniture re-use project that collects and supplies quality furniture and white goods. Now open to the general public. Those on means tested benefits get a discounted rate on goods and services. Also provides a house clearance, house move service. Logistical support and training to local groups and charities in mid and north Bedfordshire. Electrical testing department and a small handyman department.</p> <p>www.flb.org.uk</p>	<ul style="list-style-type: none"> • Re-useable goods kept out of waste stream • Disadvantaged people supported • Training and volunteering opportunities available for all members of the community. • Useful local services 	Rural communities
<p>Kielder Community Enterprise, Northumberland – the trading arm of the charity devoted to the well-being and viability of Kielder as a village community. It operates a renewable energy district heating scheme using an automatic self fed combustion boiler, fed automatically with wood chips from the felling waste from Forest Enterprises forest operations and providing a source of very hot water which can be pumped around the village. The company also operates a garage and minibus service, runs a campsite on behalf of Forest Enterprise, and earns commission on sales of outdoor clothing and equipment.</p> <p>www.kieldervillage.com/kcel.php</p>	<ul style="list-style-type: none"> • Locally generated energy supplies • Renewable energy sources • Reduced need for car journeys • Easier access to local services. 	Climate change Rural communities
<p>Magpie Recycling, Brighton – employee-owned cooperative providing subscription-paid kerbside</p>	<ul style="list-style-type: none"> • Improved recycling rates 	Climate change

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<p>collections for domestic and commercial premises including materials not collected for recycling by local authority.</p> <p>www.magpie.coop</p>	<ul style="list-style-type: none"> • No collected waste goes to landfill or incineration • Better informed customers (newsletters, consultation on services) • Homeless people supported (through collection of re-useable furniture) • Local employment opportunities 	
<p>North Pennines Heritage Trust – registered charity that operates a lead mining heritage centre on a 200 acre site which includes a partnership with a private company to generate sustainable electricity through hydro-electric technology. Also planning affordable eco-housing development.</p> <p>www.npht.com</p>	<ul style="list-style-type: none"> • Renewable energy delivered to communities • Educates visitors in energy and environmental issues • Creates local employment opportunities • Preservation of local heritage including two disused railway viaducts and a castle • (planned) Eco-housing 	<p>Climate change Natural environment Rural communities</p>
<p>Proper Job Ltd, Devon – multi-service cooperative, starting as a community composting project, now also providing re-use and recycling services, with green waste used to fertilise an organic market garden for local produce. The company also runs a shop, a café and provides educational services.</p> <p>www.proper-job.org</p>	<ul style="list-style-type: none"> • Re-useable goods kept out of waste stream • Quality produce available locally – no food miles • Reduced “leakage” of wealth from community • Local employment opportunities 	<p>Rural communities Climate change Natural environment Food and farming</p>

Food and Farming Objective: A thriving farming and food sector, with an improving net environmental impact		
Enterprise	Outcome(s)	Also supports
<p>Stable Trading Company, Lancashire – joint venture between registered charity Trinity Community Partnership and local property & land company. Developing three large sites for organic horticulture project involving vocational learning opportunities for socially excluded people</p>	<ul style="list-style-type: none"> • Encouraging healthy eating options • Providing local and seasonal food • Creates local employment opportunities • Wide range of accredited community learning programmes • Community transport for isolated rural communities 	<p>Rural communities</p>
<p>Stroud Community Agriculture – local organic farm supported by community share ownership scheme which provides income for farm in exchange for share of produce. www.stroudcommunityagriculture.org</p>	<ul style="list-style-type: none"> • Quality produce available locally – no food miles • Farm practices secure environmental and wildlife benefits • Community uses and enjoyment of farm site • Education in farming and food issues • Risk shared between farmers and community. • Reduced “leakage” of wealth from community 	<p>Climate change Natural environment Sustainable production and consumption Rural communities</p>

Rural Communities Objective: Strong rural communities.		
Enterprise	Outcome(s)	Also supports
<p>Amble Development Trust – charity committed to improving local environment. Operates a multi-purpose hub serving town and surrounding area. Also owns and manages local bakery and now developing retail & ‘high end’ restaurant project in redundant building</p> <p>www.ambledevelopmenttrust.org.uk</p>	<ul style="list-style-type: none"> • Addresses market failure in retail provision • Retains profits locally and reduces leakage of wealth outside local area • Builds community capacity for self-help and innovation • Several local voluntary & community groups and SMEs through managed workspace 	<p>Food and farming</p>
<p>Cashes Green housing, Gloucestershire – a Community Land Trust established by CDS Co-operatives and Gloucestershire Land for People, for a 77 home development on a former hospital site, including 50 homes that will remain as affordable housing in perpetuity, cross-subsidised by the sale of a further 27 properties on the open market. The proposal also includes a combined Health Centre and Community Resource Centre and the re-instatement of allotment plots for use by the local community.</p> <p>www.gloucestershirelandforpeople.coop/</p>	<p>Still in the planning stages and English Partnerships has belatedly raised new obstacles, but expected to:</p> <ul style="list-style-type: none"> • Provide affordable housing, designed to be energy efficient. • Reduce the need to travel • Rekindle interest in growing vegetables etc locally • Improve community facilities and services • Strengthens local community. Engages residents in self-help 	<p>Climate change</p> <p>Sustainable consumption and production</p> <p>Food and farming</p>
<p>Cybermoor, Cumbria - The first co-operatively run community broadband service in the UK. Based in Alston Moor, north east Cumbria, it provides a broadband service and a community website to connect the villages and farms of this remote area. Entered into the broadband market when the private sector,</p>	<ul style="list-style-type: none"> • Better access to services. • Greater connection between residents. • Increases skills of ICT skills of residents. • Enables residents to develop businesses and 	<p>Climate change</p> <p>Natural environment</p> <p>Food and farming</p>

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<p>including BT, was nervous about likely take-up.</p> <p>www.cybermoor.org</p>	<p>groups.</p> <ul style="list-style-type: none"> • Creates local employment opportunities. 	
<p>Early Birds Neighbourhood Nursery, Derbyshire - a neighbourhood nursery, which was set up in 2004 and is based in Shirebrook, Derbyshire. Childcare was originally provided by Derbyshire County Council to enable women to enrol on lifelong learning courses, but as numbers dwindled residents and workers sought to keep the childcare service going, so it was taken over as worker co-operative. It currently has places for 70 children, and plans to become a training nursery as the workers already include 6 assessors and 4 adult education tutors.</p> <p>www.cooperatives-uk.coop/NewVentures/childcare/caseStudies/earlyBirds</p>	<ul style="list-style-type: none"> • Provides jobs and childcare service locally. • Strengthens local community. Engages residents in self-help. • Ensures that skills are retained in local area. • Enables rural community to remain sustainable by continuing to offer critical services • Reduces need to travel 	<p>Climate change</p>
<p>Mevagissey Activity Centre, Cornwall – a Community Interest Company, formed from two charities, operating a multi-purpose hub serving the town and surrounding area, providing community and health services, sports facilities, social facilities, and work-related training. Initially reliant on grant funding, but expected to break even after 3 years operation using income from users, lettings etc</p> <p>www.mevagisseyactivitycentre.co.uk</p>	<ul style="list-style-type: none"> • Better access to community-based services • Reduced need to travel • More opportunities for acquiring work-related skills • More opportunities to improve health 	<p>Climate change</p>
<p>Moviola – a partnership with nearly 80 communities – and rising - across the south west, to bring cinema films and the communal cinema experience to communities without a commercial cinema. Communities are involved in the selection of films, and Moviola provides</p>	<ul style="list-style-type: none"> • Addresses market failure in cinema services • Provides valued and popular local service • Communities engage in planning • Reduces need to travel 	<p>Climate change</p>

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<p>the equipment. 25% of box office receipts are returned to each host community to use as they think fit.</p> <p>www.moviola.org</p>		
<p>Tackley Village Shop, Oxfordshire – a multi-service project developed by a community after the village lost its post office, two shops and a pub. The village hall has been redeveloped as a community shop/post office, coffee shop, meeting rooms, and IT/internet centre. A playground is attached. All profits are fed back into the community.</p> <p>www.virsa.org/index.cfm/villageshop/Directory.Home</p>	<ul style="list-style-type: none"> • Addresses market failure in retail and service provision • Retains profits locally and reduces leakage of wealth outside local area • Reduced need to travel • Greater connection/interaction between residents. • Increases skills of ICT skills of residents • Strengthens local community. Engages residents in self-help. 	<p>Climate change</p> <p>Food and farming</p>
<p>Waverley Hoppa, Surrey – demand-responsive community transport service operated on strong enterprise lines, with over 40% of its income from trading but planning to raise this to 90%.</p> <p>www.hoppa.org.uk</p>	<ul style="list-style-type: none"> • Reduces need for car travel • Improves access to services • Retains profits locally and reduces leakage of wealth outside local area • Creates local employment opportunities 	<p>Climate change</p> <p>Natural environment</p>

BRIEF OUTLINE OF THE PARTNER ORGANISATIONS

Co-operatives^{UK}

The UK-wide national member-owned and led organisation for the co-operative sector, which promotes the interests of co-operatives and works to increase awareness and understanding of co-operative values and principles. These values are self-help, self-responsibility, democracy, equality, equity, and solidarity; co-operatives are guided by honesty, openness, social responsibility, and caring for others. Co-operatives^{UK} supports the growth and development of new and existing co-operatives, is a forum for innovation and best practice, and provides a strategic voice for the co-operative movement, working in partnership with other co-operative federations and associations. *Website:*

www.cooperatives-uk.coop.

Development Trusts Association

The national support body for development trusts, which are community owned and led organisations bringing about long-term social, economic and environmental benefits, through self-help, trading for social purpose, and ownership of buildings and land. The DTA's goal is for a successful development trust in every community. As a network of community practitioners, the DTA aims to help people set up new development trusts, to help development trusts work effectively, and to influence others to support the development trusts movement. *Website:* www.dta.org.uk

Plunkett Foundation

A rural development organisation operating across the UK and abroad, driven by a commitment to facilitating economic self-help solutions to the challenges facing rural communities. It provides guidance, expertise and support, applying specific development tools and approaches to engender social change. In particular, Plunkett develops cutting-edge approaches to tackle the challenges of service provision in rural areas by supporting the establishment of community-owned rural services; and is the UK's leading source of expertise on the establishment and development of agricultural co-operatives and other farmer-controlled businesses. *Website:* www.plunkett.co.uk

RISE

The voice for social enterprise in the south-west of England, which aims to support the development of a sustainable social enterprise sector in the region. RISE focuses on ensuring that social enterprises have access to effective and high quality business support, sharing and providing information and good practice on social enterprise development, and lobbying and promotion on behalf of social enterprises and support agencies. It offers a range of services, including expert advice, training programmes, and news and information. *Website:* www.rise-sw.co.uk

Social Enterprise Coalition

The UK's national body for social enterprise, which influences national policy, showcases the benefits of social enterprise, supports its members and promotes best practice. To raise quality within the sector and enhance its capacity to grow, the Coalition undertakes a wide range of activities including: working with all levels of government, banks, financial institutions, legal bodies to inform policy; organising seminars and conferences; publishing policy documents, training materials and best practice guides; and providing information about the sector. *Website:* www.socialenterprise.org.uk