



SOCIAL ENTERPRISE COALITION

THE VOICE OF SOCIAL ENTERPRISE

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THE SOCIAL ENTERPRISE COALITION

What we achieved and the
impact we had in 2010



THE SOCIAL ENTERPRISE COALITION

We are the national body for social enterprise. We are a membership organisation. We do research, develop policy, campaign, build networks, support individual social enterprises, share knowledge and understanding, and raise awareness of social enterprise and what it can achieve.

Our members come from across the social enterprise movement – from local grass-roots organisations to multi-million pound businesses that operate across the UK. What unites them is their commitment to changing the world through business.

They enable us to do what we do – both by paying membership fees and taking part in our work.

With them we are:

- creating a better environment for social enterprises to do business.
- helping the social enterprise movement grow and get stronger.
- building networks to share, learn and create business opportunities.

This review tells you how we did this, what we achieved and the impact we had in 2010.

Social enterprise changes lives. If you want to support the movement by joining the Social Enterprise Coalition, please call us on 020 7793 2288 or email david.forsgate@socialenterprise.org.uk



FOREWORD

With the energy, commitment, passion and hard work of our members and our team we have achieved a lot in 2010. We want to thank our members, our partners, and our sponsors for making it possible.

Right now the social enterprise movement has a unique opportunity. Social enterprise is gaining recognition and momentum. We know it can solve some of the UK's most pressing problems, promote social justice and help to bring about the more diverse, bottom-up economic growth that we urgently need.

This opportunity hasn't come about by accident. It has been created by the hundreds of thousands of people in the neighbourhoods, communities and companies in almost every industry in the UK and beyond who are the social enterprise movement. We want to thank them for their bravery, their determination, their skill, and their willingness to share what they have learned. This has enabled the movement to grow and get stronger. The UK social enterprise movement is a world leader and we should all be very proud of this.

At the Social Enterprise Coalition we've been on a journey this year. The challenge at this point last year was the changing landscape – political and financial – and the way it would affect social enterprise. Our members and supporters worked with us to voice our hopes and concerns in advance of the general election. We said we wanted to do better business: fairer business, that had an impact on our communities. Our work was rewarded and the tone for the coming months was set when the Queen spoke of social enterprise in her speech to the opening of Parliament, for the first time ever.

In May our Board met to agree a completely new vision for the future. We're still on a journey but we're well on our way to achieving the vision – a more pioneering, campaigning organisation, representing business at its best, with members at the heart of everything we do.

Our Council and members worked together to develop a powerful, practical manifesto for the general election that has already had a strong impact on Government policy and is improving the environment for social enterprise. The support of the Office for Civil Society has been invaluable, and we are excited to be working with O2, who will be hosting and supporting Voice 11, which promises to be the biggest social enterprise event the UK (and quite possibly the world), has ever seen.

Despite all the challenges, this is an exciting time for social enterprise. Taking the big opportunity open to us and bringing about lasting change is not going to be easy. But the people in our movement know all about hard work and taking opportunities. We are really looking forward to working with you in the year ahead.



Claire Dove
Chair



Peter Holbrook
Chief Executive

PETER'S BIG JOURNEY

In January this year we got a new Chief Executive, Peter Holbrook. Peter is widely agreed to be one of the most innovative, effective leaders in the social enterprise movement. Before he joined us he was Chief Executive of the Sunlight Development Trust in Gillingham, Kent. According to *The Guardian*, Peter's community-led approach to regeneration, tackling health inequalities, and providing public services in one of the UK's most deprived areas earned him a host of admirers, including the previous Prime Minister, Gordon Brown, and the current one, David Cameron.

Since January Peter has been walking, biking, busing, cabbing and training around the UK to talk to social enterprise leaders and doers – the people we are working for – to strengthen relationships and bring the movement closer together. Peter says:



“ There’s nothing more important than the social enterprise movement being united right now. The difficult economic climate calls for us to co-operate, network, share intelligence and do business with each other. And we must show unity as a movement. The UK desperately needs a new, different economy. One that is sustainable because of its diversity and its ability to adapt and respond to the communities it serves. The social enterprise movement can bring this about with bottom-up growth, but we need to keep the spotlight on the movement, keep the opportunities flowing across the UK, and make sure that governments keep supporting the movement. If we aren’t united and don’t pull together, we could lose out to economic models that offer more of the same old stuff: shareholder profit, short-term outlooks and limited social benefit. Or charity and volunteering models that aren’t sustainable. This is why I have been on the road for a lot of the year. The movement has been welcoming and hospitable wherever I’ve gone. Made me prouder than ever to be in it! ”



SOME OF THE PLACES PETER HAS BEEN

Liverpool	Sheffield
Cardiff	Bournemouth
Middlesborough	Wellington
Tunbridge Wells	Leamington Spa
Oxford	Glasgow
Cambridge	Belfast
Birmingham	Derby
San Francisco	Manchester
Hill Holt Wood, Lincolnshire	Skelmersdale, Lancashire
Harrogate	Chatham
Chesford Grange, Warwickshire	St Andrews
Shropshire	Reading
Edinburgh	Brighton
Stoke-on-Trent	Newcastle upon Tyne
Leicester	

CREATING A BETTER ENVIRONMENT FOR SOCIAL ENTERPRISES

GENERAL ELECTION CAMPAIGN – THE SOCIAL ENTERPRISE MANIFESTO

The build-up to the election campaign was very intense, and we worked with all the main political parties. We organised a host of visits by politicians including party leaders to our members to see social enterprise at work; and we made our presence felt wherever relevant policy initiatives were being developed. But we had a full and fruitful election campaign of our

own. Working with members we developed a social enterprise manifesto, No More Business As Usual. And it had a huge impact! Many clauses from our manifesto appeared in the manifestos of the three main parties. But the proof is in the pudding so here's a look at what we campaigned for in the general election that has made it into Government policy so far:



WHAT WE ASKED FOR

WHAT'S HAPPENING

Public services	
Public services to be commissioned on the basis of outcomes	<ul style="list-style-type: none"> • Outcomes-based commissioning has featured strongly in the Big Society vision. • A green paper on civil society delivering public services is due in January 2011.
Social and environmental criteria to be incorporated in all procurement decisions	<ul style="list-style-type: none"> • The Public Services (Social Enterprise and Social Value) Bill 2010-11 will require public bodies to consider the economic, social and environmental well-being of the people and communities that they service in the exercise of their functions, including procurement and commissioning.
Support for the development of social enterprise models across public sector agencies	<ul style="list-style-type: none"> • The Cabinet Office has introduced a mutual pathfinder programme to support the establishment of staff-led social enterprises. • The community right to bid (part of the Localism Bill) will allow communities to run public services.
Supporting a green economy	
Design of feed-in tariffs and renewable heat incentives that support community-level generation	<ul style="list-style-type: none"> • Commitments have been made to improve the efficiency of feed-in tariffs, rebalancing them in favour of more cost effective carbon abatement technologies.
New approaches to employment	
Introducing a community allowance	<ul style="list-style-type: none"> • Commitment within the Welfare White Paper to remove current barriers to small amounts of work.
Reconfiguration of environmental public bodies into social enterprises	<ul style="list-style-type: none"> • Announcement has been made that British Waterways will be replaced with a new civil society body. • The Forestry Commission and Environment Agency are also investigating social enterprise models.
Stronger support for community enterprise	
Introduction of legislation to support a community's 'right to buy'	<ul style="list-style-type: none"> • The community 'right to buy' is a key component of the Localism Bill.
Creating a culture of social enterprise	
The routine collection of representative data on social enterprise	<ul style="list-style-type: none"> • Work is being undertaken by BIS to investigate a social enterprise small business barometer.
Supporting social and environmental investment	
The establishment of a social investment wholesale bank	<ul style="list-style-type: none"> • The funds from dormant bank accounts will establish a 'Big Society Bank', to provide new finance for social enterprises, charities and neighbourhood groups by April 2011.
Expansion of the use of social investment bonds	<ul style="list-style-type: none"> • The Ministry of Justice and Social Finance launched the Social Impact Bond pilot at Peterborough Prison in September 2010. The Government has committed to expand this.



This photograph is the winning entry from the Social Vision Competition 2010. It was entered by Fordhall Community Land Initiative and was taken by Caroline Edge. For more information about the competition see pages 10 and 11.

CREATING A BETTER ENVIRONMENT FOR SOCIAL ENTERPRISES

POLITICAL PROGRESS

We had events at all three main party conferences. We got practical pledges from all the parties. We also made sure we put social entrepreneurs centre-stage to tell the politicians what it's like for them and how the main parties can help them tackle their biggest problems and barriers to doing business. We organised a campaign in support of Chris White MP's Private Member's Bill, the Social Enterprise Bill. And we provided support to Chris himself and worked with many others in the social enterprise movement to support the Bill. In October, on the eve of its first debate we held a mass lobby. More than 60 people came along and lobbied their MP in favour of the Bill. We were successful and MPs voted in favour of the Bill which will go to the Public Bill Committee in 2011.

SOCIAL ENTERPRISE AWARDS

Working with our counterparts in Scotland, Wales and Northern Ireland, we launched and held the Social Enterprise Awards to find out about and showcase the best social enterprises in the UK. In 2009 the overall Best Social Enterprise prize went to Brighter Futures Workshop. The awards generated lots of publicity for the social enterprise movement.

IN THE MEDIA

Our media team has also been hard at it this year. We run a busy and active press office and we are always doing our best to get social enterprise out there in the media. In recent months we have provided briefings, case studies, statistics and spokespeople to journalists at mainstream outlets including *The Daily Telegraph*, The Today Programme, Channel 4, *Woman's Hour*, Five Live, *The Financial Times* and *The Sun* as well as lots of regional media and trade press such as *Nursing Times* and *Public Servant*. We are often called on to fix up journalists, camera people and photographers with social enterprises. If you represent a social enterprise with a story to tell please call Katherine on 020 7793 2286 or email katherine.harvey@socialenterprise.org.uk



THE BIG PICTURE

It's not easy to sum up social enterprise in a picture. But our members and friends will always have a go. Working with Triodos Bank and *Social Enterprise* magazine and the regional social enterprise networks in the UK, we run an annual photography competition to capture the work of our movement. Here are some of this year's winners of the Social Vision Competition:



Photographer: Steve Bomford



Photographer: Helen Louise Hale



Photographer: Lisa Bailey



Photographer: Michael Lishman



Photographer: Mark Skeet



Photographer: Robert Rathbone



7
Photographer: Robert Alexander



8
Photographer: Tim Sutton



9
Photographer: Rob Hoon



10
Photographer: Caroline Edge



12
Photographer: Keith Osborn

1. Photoshoot at Southsea Skatepark to promote the Generations Together Programme in Portsmouth.
2. Shaw Trust supports and helps disabled and disadvantaged people prepare for work, find jobs and live more independently.
3. Bristol Wood Recycling aims to save resources from waste and provide affordable timber.
4. Growing Well is a Soil Association certified social enterprise based at Low Sizergh Farm.
5. The CREATE Foundation is committed to developing innovative training and employment opportunities for people who have been homeless, marginalised or vulnerable.
6. BrightKidz promote walk to school schemes and supply high visibility clothing for children.
7. Enfys Foundation collects, repairs and re-distributes furniture and electrical appliances to people in need.
8. Age Exchange aims to improve the quality of life for older people by emphasising the value of their memories.
9. Out of the Blue is an arts and education trust that provides affordable studio and production space for Edinburgh's cultural community.
10. Fordhall Community Land Initiative, in North Shropshire, is owned by over 8,000 shareholders from across the UK and around the world.
11. Tru Streetdance CIC is a diverse group of talented performers based in Snow Hill, in the heart of Birmingham.
12. Amplitude Music Club CIC runs regular music workshops for young people in Suffolk.



11
Photographer: Lisa Hill

HELPING THE MOVEMENT TO GROW AND GET STRONGER

WE RUN A BUSINESS SUPPORT PROGRAMME TO BACK THE GROWTH AND SUSTAINABILITY OF SOCIAL ENTERPRISE WITH PARTNERS ACROSS THE UK. WE WORK WITH GOVERNMENT, PRIVATE AND VOLUNTARY SECTOR ORGANISATIONS AND WE ALWAYS BRING IN OUR MEMBERS WHEN WE SPOT OPPORTUNITIES FOR THEM.

SOCIAL ENTERPRISE EXPANSION

We research what the sector needs most and create tools, products and services that meet these needs. This year we have been working with the School for Social Entrepreneurs, the Plunkett Foundation (who support social enterprise in rural communities), ReAlliance CIC (who work in recycling and reuse), Coin Street Community Builders, Social Enterprise East of England and North East Social Enterprise Partnership on a development programme called Social Enterprise Expansion, funded by the Big Lottery Fund.

UPSCALING: LICENSING AND FRANCHISING

In order to scale up and grow the sector, we have identified the huge importance of franchising and licensing. Just like any other businesses, some social enterprises are ripe for franchising, but they need support and access to networks, advice and practical tools.

We are working in partnership with the School for Social Entrepreneurs to take social enterprises through a new programme. It will enable them to develop a concept for scaling up their organisation, carry out feasibility studies and get their franchise off the ground. Out of this programme we are developing training, guides, tools, and a web resource for sharing with our members and across our networks. This work is supported by Capacitybuilders.

LEADERSHIP

Every sector needs excellent leaders and they need to be nurtured. We are developing a unique programme for emerging leaders in the social enterprise movement. The aim is to help them build their skills, get peer-to-peer support to grow their organisation and help lead the social enterprise movement in the future. We are recruiting a cohort of 40 leaders to go through the programme. They will start in February 2011. The programme is supported by the Big Lottery Fund.

THE SOCIAL ENTERPRISE MARK

In March this year we launched the Social Enterprise Mark. Working in partnership with RISE, the voice for South West Social Enterprise, we created the Social Enterprise Mark Company as a social enterprise. The project was supported by the Big Lottery Fund and the Cabinet Office. The Mark identifies businesses that meet defined criteria for social enterprise. It offers consumers an instantly recognisable logo that represents enterprises working for social and environmental aims. Since its launch more than three hundred social enterprises have qualified for and been awarded the Mark. If you are interested in becoming a mark-holder or finding out more visit www.socialenterprisemark.org.uk



BRINGING NATIONAL ASSETS AND NEW PEOPLE INTO THE MOVEMENT

In our manifesto we called for environmental public bodies to be reconfigured as social enterprises. When the Government announced its 'quango cull' in the Autumn we worked with the media to reach the bodies, reinforcing the message that organisations like the Audit Commission could have a future as social enterprises. Items appeared in *The Independent* and *The Guardian*, and we have subsequently started work with a number of public bodies who have come to us because they are interested in making the transition.



BUILDING NETWORKS – SHARING AND LEARNING

KNOWLEDGE MANAGEMENT

We lead a national Knowledge Management Programme working with regional social enterprise leaders. This is funded by Capacitybuilders. As part of this programme and all our work we gather knowledge, learning and understanding from social enterprises across the country. We share it with the sector through our business support network.

AMBASSADORS FOR SOCIAL ENTERPRISE

The three-year Social Enterprise Ambassadors Programme, which we hosted, came to a conclusion this year. The programme brought together 33 dynamic social enterprise leaders to work across the country to inspire people about social enterprise. The aim was to spread awareness of social enterprise to business, government and young people to make more people want to start up, work for, buy from and partner with social enterprise. The ambassadors included Big Issue Founder and Editor John Bird, Chief Executive of Jamie Oliver's Fifteen restaurants Penny Newman, Managing Director of chocolate-maker Divine Sophi Tranchell, Apprentice winner and Chief Executive of the Bright Ideas Trust Tim Campbell, and Tim Smit, Co-Founder of the Eden Project.

The ambassadors had a big impact and got up to all sorts of stuff across the UK, including a job swap between ambassador Nigel Kershaw and the Chief Executive of Coutts Bank.

In our external evaluation of the project 87% of those who came into contact with the Ambassadors Programme said they'd taken action as a result. For some this meant setting up a new enterprise. Dow Jones media database Factiva has recorded an upward trend in coverage of social enterprise since the launch of the programme. And there were at least 1,300 references to the ambassadors in the media, including national newspapers and broadcasters. Overall, the ambassadors, who were spread across the country, attended 230 events in the final year of the programme. We would like to thank the ambassadors for all that they have done in the last three years for the social enterprise movement.

BLACK, ASIAN AND MINORITY ETHNIC SOCIAL ENTERPRISES

Black, Asian and Minority Ethnic (BAME) social enterprises are creating jobs, providing quality services, and transforming lives and communities across the UK. Research has uncovered that they need more support to enter the social enterprise community.

That's why we have a BAME Strategy and work programme, led by Saline Moore, who is an expert in the fields of small business and minority ethnic communities. Saline makes sure that SEC's wider strategy is relevant for and reaches BAME communities, as well as running a work programme aimed at BAME social enterprises and BAME social enterprise leaders.

In March this year we launched a Black, Asian and Minority Ethnic Leaders' taskforce, led by the Social Enterprise Coalition's Chair, Claire Dove. And we offered a bursary to four BAME leaders to travel to the World Forum on Social Enterprise in San Francisco to represent successful BAME social enterprises in the UK. This year we also ran a campaign with *The Voice Newspaper*, showcasing BAME-led social enterprises with the aim of encouraging more diversity into the social enterprise arena.

INFLUENCING AND COMMUNICATIONS

On Social Enterprise Day (18 November) this year we developed a campaign to be orchestrated by organisations across our UK networks, entitled It's Time to Meet your Local Social Enterprise. Our regional partners and members used it to raise awareness of social enterprise in their local communities and held events up and down the country.

On Social Enterprise Day we also launched new public attitude research showing that the UK is ready for a new economy and that young people in particular want more employee-owned businesses and business skills to be used in tackling the UK's social problems. We broke down the research by region to allow regional media a way in to the story. We organised a series of visits by ministers and civil servants to our members' workplaces.

- 2,000 people follow us on twitter, including Barack Obama.
- On 2 February this year our Voice10 conference was the number one trending topic on Twitter in the UK. This is really unusual for an event.
- We have 15,000 unique visitors per month to our website.
- We have a network of around 8,000 organisations.
- Almost 1,000 people attended Voice10, our annual national event.
- We held 45 events this year including training, networking and policy-development events.



Social Enterprise Ambassador and Apprentice winner Tim Campbell talks to students

THE FUTURE

THIS YEAR THE BOARD OF THE SOCIAL ENTERPRISE COALITION AGREED A NEW VISION. IT IS AN AMBITIOUS VISION, DESIGNED TO MULTIPLY BY MANY TIMES THE REACH AND MEMBERSHIP OF THE SOCIAL ENTERPRISE MOVEMENT AND THE SOCIAL ENTERPRISE COALITION.

It includes:

- Bringing social enterprise to life for the general public, businesses, politicians and civil servants through exciting, engaging and motivating campaigns, programmes and events.
- Making social enterprise recognisable across the UK and overseas by significantly increasing the takeup of The Social Enterprise Mark, which will be visible in thousands of locations and on thousands of products across the UK, and synonymous with high standards.
- Much stronger collaboration with regional networks so that the UK has a co-ordinated centre of expertise within the social enterprise community, giving regional members and staff access to local and national business and political support.
- A stronger, more responsive service to meet the needs of our customers and increase the growth of the social enterprise sector.



VOICE 11 AT THE O2

VOICE IS THE SOCIAL ENTERPRISE COALITION'S ANNUAL EVENT. IT'S THE BIGGEST SOCIAL ENTERPRISE EVENT IN THE UK, AND, QUITE POSSIBLY, THE WORLD. PREVIOUS KEYNOTE SPEAKERS INCLUDE DAVID CAMERON AND ED MILIBAND, AND THE CONFERENCE ALWAYS CREATES A BUZZ. LAST YEAR IT WAS THE NUMBER ONE TRENDING TOPIC IN THE UK ON TWITTER.

We are delighted that Voice11 will take place on 29 and 30 March 2011 at the prestigious London venue, The O2. It will be the first time that the event will be held in the capital and we are expecting thousands of delegates!

It will bring together existing, new and emerging social enterprises, investors and public and private sector partners as well as political and business leaders. As well as hearing from inspiring speakers and debating the big issues facing the sector, the event will provide delegates with a forum in which they can network, exchange ideas, learn new skills and understand the market opportunities for social enterprise.

There will be plenty of opportunities to showcase your work by becoming an exhibitor. And there will be plenty of ways to show your support for the social enterprise movement by sponsoring some of the activities, events, fora, business or competitions that are part of Voice11.

If you want to attend the Voice11 conference please visit www.socialenterprise.org.uk. If you are interested in exhibiting at Voice11 or finding out about opportunities for sponsors, please call Mamoonah on: 020 7793 2319 or email: events@socialenterprise.org.uk

THE SOCIAL ENTERPRISE AWARDS

The winners of the Social Enterprise Awards will be announced on 30 March at Voice11 and an evening reception will take place at The O2 as part of Voice11. The awards celebrate the best of social enterprise in the UK, recognising innovative and inspiring businesses. You can apply by visiting www.socialenterprise.org.uk. As part of the awards we will be recognising individuals within the movement, the efforts they have made and the successes they have had in promoting the social enterprise movement. You can nominate the individuals who have inspired you most.

THANK YOU

THE SOCIAL ENTERPRISE COALITION EARNS AND RAISES MONEY IN A NUMBER OF WAYS. WE WIN CONTRACTS AND GRANTS FROM BUSINESSES, GOVERNMENT AND OTHER BODIES LIKE THE BIG LOTTERY FUND. OUR MEMBERS' FEES ARE ALSO AN ESSENTIAL PART OF THE INCOME WE NEED TO KEEP GOING. WE CAN ONLY DO WHAT WE DO WITH THE HELP OF OUR MEMBERS, SPONSORS AND CUSTOMERS. THANK YOU.

Bates Wells and Braithwaite
The Cabinet Office
CAN
Charity Bank
Consumer Focus
Co-ops UK
Coutts & CO
Department for Communities and
Local Government
Department for Environment, Food
and Rural Affairs
Department of Health
Development Trusts Association
HCT Group
Local Government Improvement
and Development
Local Partnerships
NatWest
North West Development Agency

O2
The Office for Civil Society
P3
PricewaterhouseCoopers
Royal Bank of Scotland
Sandwell Community Caring Trust
School for Social Entrepreneurs
Social Firms UK
Social Investment Business
Sporta
The Big Life Group
The Co-operative Group
The Plunkett Foundation
The Wates Foundation
Triodos Bank
Turning Point
Unity Trust Bank
Welsh Assembly Government



This photograph is the East Midlands winner of the Social Vision Competition 2010. It was entered by Bright Kidz and was taken by Robert Rathbone. For more information about the competition see pages 10 and 11.

