

A young Black woman with short, curly hair is smiling broadly at the camera. She is wearing a dark jacket and a red watch on her left wrist. She is holding a large white sign in front of her. The background is a blurred city street with a building and a traffic light.

**SOCIAL  
ENTERPRISE  
UK**

**ANNUAL  
REVIEW 2011**



*...and society profits*

## Social enterprises are businesses

They sell all kinds of stuff and tackle social problems and protect the planet into the bargain. You may not have lots of money to give away, but when you buy, at home or at work, buy from a social enterprise. When you do, society profits.

[socialenterprise.org.uk](http://socialenterprise.org.uk)



## About social enterprise

Business is a powerful force for social change. When the forces of business and social justice come together, amazing things can happen. They are already happening all over the UK, which is widely regarded to be a world-leader in social enterprise. Social enterprises are using business to tackle social problems, improve communities, improve people's life chances and protect the environment. They are creating shared wealth and social justice.

While 2011 has been one of the most difficult years in our economic history, major progress has been made in social enterprise. This is because it is a force for innovation and succeeds where ordinary market forces fail.

## About us

Together with our members we are the voice for social enterprise. We do research, provide information and tools, share knowledge, build networks, raise awareness and campaign to create a business environment where social enterprises can thrive. Everything we do is done with and through our members. They are social enterprises including co-operatives, community interest companies, companies limited by share or guarantee, trading charities and mutuals. They are also private businesses, mainstream charities and public sector organisations. What unites them is their belief in the power of social enterprise.

We have a network of almost 9,000 organisations and operate a very busy website. We also have a lively and growing social media presence.

Follow us at [twitter.com/socialent\\_uk](https://twitter.com/socialent_uk) or visit us at [socialenterprise.org.uk](http://socialenterprise.org.uk)

Front cover picture: Unseen Tours, members of Social Enterprise UK

Order your 'society profits' materials from us now and get the social enterprise message out. Email [info@socialenterprise.org.uk](mailto:info@socialenterprise.org.uk)



## January/February

2011 was a year of unprecedented change at Social Enterprise UK. We entered a raft of new partnerships to help mainstream social enterprise. We changed our name, brand, and website, but we changed on the inside as well as the outside. We have been working to put our members at the heart of everything we do: providing better services, deals, networks, opportunities and campaigns that are designed to help our members thrive.

During the year our Chief Executive Peter Holbrook was appointed to the Government's Mutuels Taskforce, the Employee Engagement Taskforce and to the Board of the Big Society Trust, which oversees Big Society Capital. Whenever we sit down with **Government, industry bodies and opinion-formers**, we are there to promote the expressed interests of our members and the social enterprise movement as a whole.



Throughout 2011 our business support programme gathered pace, with the launch in January of a new **leadership development programme**. During the year 30 leaders of new and established social enterprises attended to address the fundamentals of leading an effective, innovative and successful social enterprise.

In February we became part of two consortia appointed by the Department for Education to **increase the presence of social enterprise in education**. Many of our members are doing innovative work in alternative education – providing opportunities for young people who are excluded or at risk. For example Hill Holt Wood, a multi-award-winning community-owned forest that operates as an environmental social enterprise. It offers a range of opportunities to local schools and provides young people with work and skills training as well as personal development and support.

Our work with the DfE includes events, publications and tools to help education organisations become more socially enterprising. This year we provided 80 hours of direct one-to-one business support for youth organisations, with 60 more attending a targeted event about sustainability.

Social Enterprise UK-member Hill Holt Wood, pioneers in alternative education

## Our numbers this year

During 2011 we:

- answered more than **300** phone enquiries every month, helping members and budding social enterprises solve business problems and get the business support and advice they needed
- dealt with more than **100** written and email enquiries every month, giving detailed advice and information to social enterprises
- provided just under 200 face-to-face consultations with national and regional organisations wanting to connect with the social enterprise movement
- fulfilled more than **150** speaker platforms, raising awareness about social enterprise, as well as putting our members in touch with speaker opportunities for themselves
- saw our work in the Guardian, The Times, the FT, The Sunday Times, The Daily Telegraph, The Daily Express, and a host of trade and consumer publications
- had more than **10,000** downloads of our top 3 publications

This year we became strategic partners with the Department for Business, Innovation and Skills. Vince Cable attended our annual event Voice 11



We also kicked off the year with an ambitious report, Time for Social Enterprise. The result of a combination of research, interviews and round-table meetings between our members, politicians and other opinion-formers, it explained that business and social policies are on a collision course and called for business and civil society organisations to come together to unite their main goals. It also revealed a growing appetite among the general public for social enterprise. It formed the basis of features that **highlighted Social Enterprise UK members' work in the Sunday Times and The FT**.

# March/April

In March we held Voice 11, the UK's biggest-ever social enterprise event at the O2 in London. It attracted almost 1,500 delegates for plenaries, workshops, a massive inter-social-enterprise trade fair and lots of networking opportunities. Among public figures to appear at the event and the evening reception for the Social Enterprise Awards included Secretary of State for Business, Innovation and Skills Vince Cable, Secretary of State for Health Andrew Lansley, Leader of the Opposition Ed Miliband, Comedian Alexander Armstrong and Arthur Potts-Dawson of the People's Supermarket. The event was sponsored by O2 and RBS and received excellent reviews from delegates.

In March we were announced as strategic partners of the Office for Civil Society. As part of the programme we have been asked to co-ordinate the work of civil society organisations who are working to find new ways to finance the sector.



Below: Alexander Armstrong Voice11

Below: Ed Miliband at Voice11



Left: Caroline Mason, Chief Operating Officer of Big Society Capital is a member of our Board and also chairs our Social Investment and Finance Group

Below: Arthur Potts-Dawson at Voice11



Below: Secretary of State for Health Andrew Lansley at Voice11



We began a programme of work on Social Investment and Finance, led by a group of social finance experts. The group is chaired by Caroline Mason, Chief Operating Officer of Big Society Capital and includes representatives of the Social Investment Business, Big Issue Invest, Triodos Bank and the Social Stock Exchange. We are working to **improve the social investment market for social enterprises** through practical initiatives including events, publications and networks.

As Big Society Capital will begin to lend in 2012 we look forward to an unprecedented level of investment available to social enterprises in the coming years and we are working to **help our members become investment-ready**. Later in 2011 our 'Social Investment Explained' event attracted 70 enterprises who are interested in seeking investment.

More than 30 social enterprises have benefitted from our Social Franchising Programme, delivered in partnership with the School for Social Entrepreneurs. 9 social enterprises have received tailored **social replication consultancy** sessions to help grow their businesses and social impact.

## May/June

In May we undertook detailed research into our members' needs and interests, and the way that our stakeholders want us to campaign and represent the social enterprise movement. This was to prepare us for our name change from the Social Enterprise Coalition.

We focused much of our effort in May and June on our work in the public sector sphere. Since organisations were first supported to 'spin out' of the public sector in the form of the **Department of Health's Right to Request programme**, we have been working closely with public sector leaders and teams of all sizes who are starting and progressing their social enterprise journeys. We have close ties with the Right to Request organisations, many of whom were 'going live' in 2011. We run a very popular **Health and Social Care Forum** where the Right to Request organisations and others in the sphere can get together and share knowledge, experience and provide us with vital feedback we need to protect and promote their interests.



We are also closely involved with the **Government's Mutuels Taskforce** run by the Cabinet Office.

We provide training, consultancy, research and information for a range of people interested in using social enterprise to **transform public services**. This year we published **The Right to Run**, the definitive guide to social enterprise for public sector staff interested in seizing the opportunities offered by new legislation that enables them to run their own services. It has proven very popular, alongside our mythbusting guide to **public sector procurement**, which is aimed at helping both providers and commissioners of services understand procurement guidelines.

We are in the process of developing communities of interest in other areas, with an increased focus on **housing and housing associations**, who are powerful agents of social enterprise and are increasingly active in our sector.

Minister for the Cabinet Office the Right Honourable Francis Maude MP at a Social Enterprise UK event

## MEMBER OF SOCIAL ENTERPRISE UK

Social Enterprise UK member Sandwell Community Caring Trust are active members of our Health and Social Care Forum, photograph by Anne Parker



## Getting the best deals for our members

We have also spent much of the year winning new deals for social enterprises, using our route-to-market and ability to negotiate on behalf of a number of social enterprises to secure excellent discounts on professional services and products. If you are interested in becoming a preferred supplier to social enterprises through Social Enterprise UK please contact [business@socialenterprise.org.uk](mailto:business@socialenterprise.org.uk)

# July/August

During the summer months we launched Fightback Britain, a report on the largest analysis of the social enterprise sector in the UK. Our surrounding **media and public affairs campaign** means that the research has been cited in the national, trade and specialist media, as well as in a number of parliamentary debates. The research uncovered a **start-up explosion in Britain's most deprived communities** and showed the enormous contribution that social enterprise is making to the UK economy and how well-placed it is to lead sustainable recovery where it's most needed.

The report was supported by the Co-operative Bank and its findings were warmly welcomed by Vince Cable.

The launch of the report in the House of Commons attracted 97 people, 16 of whom were MPs and Peers



## Findings

- 39% of social enterprises are based and working in the most deprived communities in the UK, compared to 13% of all SMEs
- Social enterprises are outstripping mainstream businesses for confidence and are twice as likely to have reported growth in the last year
- Across Britain, 1 in 7 of all social enterprises is a start-up, more than three times the proportion of start-ups in mainstream small businesses



GLL, the leisure industry's most successful social enterprise, are active members of social enterprise UK

At the same time we unveiled our new name and visual identity. Our mission for the new brand was to ensure that **our members carry the banner for social enterprise** and are always at the forefront of telling the social enterprise story. So we made sure that **wherever our logo appears, one of our members appears**. We got out and about picturing our members in all sorts of locations. Our thanks go to the members who volunteered to pose for our first ever shoot - Sockmob - who provide street tours led by homeless and former homeless people, GLL, the leisure industry's most successful social enterprise, and also HCT Group, the social enterprise bus operator.



HCT group, the social enterprise bus operator, are active members of Social Enterprise UK

Unseen Tours or 'Sockmob' provide street tours led by homeless and formerly-homeless people. They are active members of social enterprise UK



We have now launched a new website with better functions that will enable us to build **bigger, better networks and communities** in the future, and to provide a much greater service to our members. Overall, our new look will help us to better represent members and the social enterprise movement in the future. We thank all of the members and stakeholders who helped us achieve it.

## September/October

Members informed a very lively party conference season, which included meetings and events at all three main party conferences. A number of our members appeared and joined the debate at our Conservative fringe event in Manchester.



Social Enterprise UK members with Chris White MP at a lobby in favour of the Public Services Bill

One of the most important highlights of the year was the passage of the **Public Services (Social Value) Bill** through its committee stage. This is a Private Member's Bill that has had the shoulder of the **whole social enterprise sector behind it** since Chris White first tabled it in 2010. If successful it will mean that public spending decisions will take 'social value' into account rather than price alone, which would in turn promise a much greater share in public service contracts to social enterprises and businesses or charities

that provide social value. We have worked closely with Chris White at every step of the way and our members and supporters have taken part in a mass lobby, letter-writing campaigns and briefed a number of politicians throughout its progress. The Bill is now in the House of Lords and will require **a final big push from us in 2012** to make sure it is given the parliamentary time it deserves for a final vote to bring it into law. Public spending in the UK totals £236 billion and we believe it is vital that it is used to create social value wherever possible.

Another important feature of 2011 has been the ongoing public debate about 'good business' and the urgent need for **reform of capitalism**. Social Enterprise UK and its members have worked hard to ensure that social enterprise is understood to be the alternative that is already proven and delivering a significant proportion of GDP. Our team have appeared at debates, written articles, letters and briefed political and business correspondents from the Today Programme and BBC Business Unit to the tabloids and policy journals. In the Autumn we took our campaign to **Occupy London**, along with a gift of Divine Chocolate for the

camp kitchen to engage with the protestors and make sure they are aware of social enterprise and its achievements to inform their positive agenda in the future.

We joined forces with Business in the Community as lead strategic partner on their arc programme, which is designed to create 1,000 new jobs in the Olympic host boroughs. The project aims to offer **intensive support to around 200 social enterprises** over 4 years, and among the first to be selected for the support programme was Social Enterprise UK member Bikeworks.



Peter Holbrook takes to the loudhailer at Occupy London camp

# November/December

Every year in November we celebrate Social Enterprise Day as part of Global Entrepreneurship Week. This year we launched the Society Profits campaign in the run-up to the day, to put social enterprises around the UK at the forefront of championing the social enterprise message. Following research among our members we devised unbranded promotional tools and materials that can be used by any organisation, no matter what size, to get the social enterprise message across. Our research told us that social enterprises are full of passion and enthusiasm for the cause but they often feel they lack a common language to describe what social enterprise is and simple tools to get the message across. We worked in partnership with BuySE, the UK Social Enterprise Directory to raise awareness of consumers' growing ability to choose social enterprise when buying.

**Social enterprise means business**

**...but society profits**

**Social enterprises are businesses**

They sell all kinds of stuff and tackle social problems and protect the planet into the bargain. You may not have lots of money to give away, but when you buy, at home or at work, buy from a social enterprise. When you do, society profits.

[socialenterprise.org.uk](http://socialenterprise.org.uk)

Social Enterprise UK would like to thank the London Early Years Foundation, a social enterprise and a member of Social Enterprise UK, for helping to create this poster. www.sept.org.uk



Order your 'society profits' materials from us now and get the social enterprise message out. Email [info@socialenterprise.org.uk](mailto:info@socialenterprise.org.uk)

Nick Hurd, Minister for Civil Society welcomed the launch and endorsed the campaign. So far we have had just under 2,000 campaign pack orders. More than **70 organisations are supporting the campaign** including Business in the Community, Divine Chocolate, the Eden Project, the RSA and Triodos Bank. During the first quarter of 2012 campaign images will be appearing on buses, in newspapers and at venues across the West Midlands as part of travel company IQS's advertising campaign that also promotes its social enterprise status.

Social Enterprise UK member London Early Years Foundation kindly joined us to make these posters. 2,000 have been ordered and the posters are on display in social enterprises around the UK

Happy Xmas from all at Social Enterprise UK

## On the 12 days of Christmas my good friends sent to me...

- 12** 12 months gym and leisure **GLL** membership [www.gll.org](http://www.gll.org)
- 11** 11 **Divine** Chocolate bars [divinechocolate.com](http://divinechocolate.com)
- 10** 10 packs of seeds from **Habitat Aid** [habitataid.co.uk](http://habitataid.co.uk)
- 9** 9 bars of soap from **Clarity** [clarityefbp.org](http://clarityefbp.org)
- 8** 8 tickets to a comedy night at **Union Chapel** [unionchapel.org.uk](http://unionchapel.org.uk)
- 7** 7 bottles of fine red wine from the **Eden Project** [edenproject.com](http://edenproject.com)
- 6** 6 tins of the heebie-jeebies and tinned fear from **Hoxton Street Monster Supplies** [monstersupplies.org](http://monstersupplies.org)
- 5** 5 pairs of pants from **Who Made Your Pants?** [whomadeyourpants.co.uk](http://whomadeyourpants.co.uk)
- 4** buy-one-set-one-free t-shirts from **Global Seesaw** [globalseesaw.co.uk](http://globalseesaw.co.uk)
- 3** 3 fancy dinners at **Fifteen** [fifteen.net](http://fifteen.net)
- 2** 2 street tours from **Unseen Tours** [sockmobevents.org.uk](http://sockmobevents.org.uk)
- 1** ...and a handbag from **Elvis and Kresse** [fire-hose.co.uk](http://fire-hose.co.uk)

**this Christmas, choose social enterprise... and society profits**

In December our research showed a rise in ethical consumerism and we continued our campaign to get people buying from social enterprises

## Our partners in 2011

We have a range of partners to thank - those who support us financially, those who offer in-kind support, those who work alongside us to promote social enterprise, and the Government departments who have invited us to work strategically with them to create a better environment for social enterprise.

**Founding partners**, who have enabled us to redevelop our work, our look and feel, and also to relocate are:



This year our **strategic partners** were:



Our **political sponsors** are social enterprises who enable us to work independently and boldly on behalf of social enterprise in the political sphere. They are:



Our **project partners**, who have supported our work financially or through their own work are:



### Our patrons

Our patrons: Lord Victor Adebowale, Baroness Glenys Thornton, and Mr David Gold.

### Our Board members

Our board members: Alastair Wilson, Andrew Croft, Caroline Mason, Claire Dove MBE (Chair), Dai Powell OBE, David Shannon, Emma Wilson, Karen Lowthrop MBE, Mark Sesnan, Peter Holbrook (Chief Executive), and Steve Wyler OBE.

### Our staff team

Our staff team: Alan Carr, Celia Richardson, Ceri Jones, Charlotte Chung, Craig Carey, Fran Gorman, Helen Joannou, Holly Brereton, Leanne Cripps, Marie Magimay, Nick Temple, Ólöf Jónsdóttir, Samantha Raoult, and Soori Sadeghi.

# Social Enterprise UK

We are the national body for social enterprise. We are a membership organisation. We offer business support, do research, develop policy, campaign, build networks, share knowledge and understanding, and raise awareness of social enterprise and what it can achieve. We also provide training and consultancy and develop bespoke business and information packages for clients of all kinds.

Our members come from across the social enterprise movement – from local grass-roots organisations to multi-million pound businesses, as well as the private and public sectors. Together with our members we are the voice for social enterprise.

We believe that social enterprise is our best chance of creating a fairer world and protecting the planet.

Join Us by visiting

**[www.socialenterprise.org.uk](http://www.socialenterprise.org.uk)**