

Social Enterprise

in Yorkshire and Humber

Businesses making a difference...



What makes a social enterprise?

Where to get more information on social enterprise

And 20 award winning social enterprises from the region

I am delighted to write this foreword for the second year, and equally pleased to support the continued growth of Social Enterprise Yorkshire and Humber (SEYH) as the regional voice and membership network for social enterprise.

We will continue to work together to highlight the excellence and diversity of the social enterprise sector in our region and its ability to deliver high quality products and services to promote a strong, sustainable and inclusive society.

The Footsey 100 social economy trade fair and exhibition is a fantastic opportunity to showcase this excellence and an event that Yorkshire Forward is proud to support.

As the quality of the case studies in this booklet illustrates, the sector continues to thrive and we now estimate that there are around 2,200 social enterprises in Yorkshire and Humber, employing 90,000 people and contributing £1.5bn to the region's economy.

Yorkshire Forward remains committed to growing social enterprise across the region, a theme which is reinforced within our new corporate plan. The region's business support service has been evaluated and streamlined to ensure increased frontline service for all businesses, including social enterprises, and to create a single information gateway for access to services across the region. We will build on the excellent work of our Business Link network in supporting new and existing social enterprises, and will incorporate this and other good practice within the new programme from April 2008.

I also look forward to welcoming Charity Bank to the region. This will be the culmination of Yorkshire Forward's £10m investment, giving the sector longer-term financial security. It will provide social enterprises and the wider third sector with a bespoke regional loan fund, and will help organisations to better prepare for investment.



I firmly believe we have a positive future for social enterprise growth, and SEYH in particular has carried out some valuable work on the sector's emerging business opportunities. Health/social care and education are just two examples, and we will continue to work with such key partners as the Regional Strategic Health Authority and the Young Peoples' Enterprise Forum to ensure that our social enterprises are in the best possible position to benefit from new opportunities.

Tom Riordan – Chief Executive, Yorkshire Forward

Social Enterprise in Yorkshire and the Humber

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Project Manager: Jamie Veitch

Editor: Julian Dobson

Reporter: Julie Gelder

Design: Chris Dowson

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For enquiries about further copies please contact your local Business Link (see details on page 28).

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This is the second year of the regional awards organised by Business Link, and this brochure showcases more enterprises that are successfully managing the challenge of social impact and economic viability.



Social enterprise continues to have a high profile in government policy following the refresh of the Social Enterprise Action Plan last November, the launch of the Local Enterprise Growth Initiative and in the recent Third Sector Review.

Within the region we have made good ground over the last year. North East Lincolnshire and Hull host two of the NHS pathfinder projects, which have ambitious social enterprise plans; and most of the steering group for the new national health and social enterprise forum are from our region.

SEYH has tried to reflect these growth areas in our work, which has included research and recommendations on black and minority ethnic social enterprise, young people and enterprise, opportunities emerging from the NHS, and governance needs and structures for social enterprise. All the final reports are available free of charge on the SEYH website at www.seyh.org.uk

The annual Yorkshire and Humber Social Enterprise Awards are a great opportunity to celebrate the commitment to social enterprise in the region and its diversity. These case studies show that social enterprise is not limited by theme, business sector or potential.

Urban Biz, one of last year's featured enterprises, was a recent finalist in Bradford's Biz awards. Another, Active Regen, has gone on to establish an international client base. I look forward to similar success stories from this year's finalists.

Dave Thornett – Chair, SEYH

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Social aims:

To help children live healthy lives.

Trading activities:

Deliver milk to schools and care homes.

Profit distribution:

All profits are reinvested in the organisation to further its social aims and ensure long-term sustainability.

Social ownership:

Community interest company limited by shares.

For more information visit:

www.freshpasturescic.co.uk

Did you know?

There are at least 55,000 social enterprises in the UK with a combined turnover of £27bn per year.

The grass is certainly greener on the social enterprise side of the fence for Fresh Pastures Community Interest Company - it has won contracts worth £650,000 in just over 12 months of trading.

Fresh Pastures takes an innovative approach to providing milk to schools. It doesn't just deliver healthy produce, but also aims to employ local people who have found it hard to find work due to disability, mental health issues or other difficulties in life.

Its main aim is to help families and schools provide their children with great quality dairy produce to help children recognise the part that a healthy diet plays in living a healthier life.

The Dairy Council describes milk as one of the most nutritionally complete foods available. As well as providing nutritional benefits, Fresh Pastures believes that as a social enterprise it can also educate young people on healthy living, dietary planning, environmental issues, social inclusion and disability awareness.

Based in Wakefield, Fresh Pastures supports the local economy by using dairy and food products from local producers. This also reduces food miles and the enterprise's carbon footprint.

Fresh Pastures currently supplies over 15,000 items per day from 100 different lines to 463 schools and care homes. Without Fresh Pastures, many of the recipients would not have access to fresh milk.

The organisation started with just three employees in February 2006 and the workforce has now increased to 13. During 2006, Fresh Pastures applied for funding through Partnership Investment Finance and received a total of £65,000 in loans. It now buys its milk in bulk and packages it on site using its own branded cartons. The photo shows Graham and Sharyn Morley of Fresh Pastures with Paul Harrison from Partnership Investment Finance.

They say crime doesn't pay, but Community Safety Centre has set out to prove that crime prevention does. Using a range of innovative techniques including marketing through eBay, the centre is expecting sales of up to £60,000 a year.

Established in March 2007, Community Safety Centre was set up by the Rotherham Community Safety and Advice Centre (RCSAC) to generate income and develop new services to tackle crime and improve public safety.

RCSAC was founded in 1998 and was the brainchild of a former South Yorkshire Police crime reduction officer. It aimed to fill gaps in mainstream provision of advice and information, and sell security devices at cost in order to tackle crime and disorder across Rotherham.

The organisation is funded by Lloyds TSB and the Safer Rotherham Partnership and, until very recently, by the Big Lottery Fund.

However, RCSAC recognised that this dependence on grant funding meant its future sustainability was insecure. So in March 2007 it established Community Safety Centre as a trading arm.

In May 2007, RCSAC secured a combined £12,000 grant and £6,000 loan from South Yorkshire Key Fund's growth fund to support the development costs of the enterprise.

In the same month, RCSAC's manager, Maxine Betts, attended the Sword Innovation Programme for social enterprises run by Excalibur (UK) Ltd. Her aim was to generate ideas and developing new income-raising opportunities. This sparked some significant developments, including a company website to sell products commercially via the internet using eBay as a shop front. Sales are now expected to more than double from £24,000 to £60,000 annually.

New training courses and resources for children will also help the centre boost its income. The picture shows volunteers advising members of the public.



Social aims:

Promoting safety, tackling crime and reassuring the community.

Trading activities:

Providing equipment, training and resources to reduce crime and promote awareness of crime prevention measures.

Profit distribution:

Surpluses generated by the trading arm are used to sustain the parent organisation's charitable activities.

Social ownership:

A company limited by guarantee wholly owned by RCSAC.

For more information visit:

rotherhamsafetyadvice.moonfruit.com

People who can't get credit from banks often turn to 'doorstep lenders' who can charge interest rates of more than 200% APR. Credit unions offer a fair and flexible alternative for people who are excluded from the financial mainstream.

The idea of setting up a credit union in York was first mooted in 1997, and was finally realised last year when York Credit Union received authorisation from the Financial Services Authority.

York Credit Union is a not-for-profit financial co-operative, one of more than 40,000 credit unions worldwide. Its services are available to anyone who lives or works in York, with a particular focus on people who struggle to access mainstream financial services.

All members have a savings account, which pays an annual dividend from any surplus the credit union has accumulated at the end of the financial year.

In early 2007, a Christmas saver account was set up in response to the collapse of the Farepak hamper company. Credit union members' savings, unlike Farepak's, are protected by the Financial Services Compensation Scheme, ensuring that no loss is passed on to members if the worst happens.

The organisation works by attracting savers whose deposits are used for loans to members. Loans are only made to members who can make repayments comfortably and applicants are never encouraged to borrow more than they need.

York Credit Union has already helped members pay off high interest loans from doorstep lenders, offering them instead a flexible, straightforward loan product at an affordable interest rate. This often significantly reduces their outgoings.

The picture on this page shows credit union members using a local savings point.



Social aims:

To provide inclusive and ethical financial services on a not-for-profit basis to anyone who lives or works in York.

Trading activities:

Provision of savings and loan accounts. Promoting thrift and the wise use of money and credit.

Profit distribution:

Any surplus is distributed to members as a dividend on savings.

Social ownership:

Co-operative registered as an industrial and provident society.

For more information visit:

www.ycu.org.uk

Giving birth to a baby really is a life changing experience. Birth & Beyond Consultancy strives to empower women and families through pregnancy and birth and into family life.

Directors Julie Green and Sallie Ward have spent many years working in the National Health Service. They started Birth & Beyond Consultancy in March 2007 to work alongside the NHS to increase the choices available to expectant mothers.

Having seen so many women benefit from a good birth experience, they wanted to help others do so.

Based in Hull, Julie and Sallie help pregnant mothers to understand what happens to them when they give birth to their baby. They also advise on techniques for dealing with the realities of giving birth and offer an insight into the options available and decisions that need to be made.

They hold full day seminars and evening classes and will soon introduce aqua natal exercise and pregnancy yoga. They also hire out birthing balls and a pain relief system.

The business offers services at flexible costs, both to individual women and to commissioning organisations that work with families and vulnerable groups. This makes services that improve women's birth experiences more widely accessible.

Birth & Beyond has been commissioned to provide training, including a large two-day workshop to train local volunteer 'doulas' (birth supporters). Training seminars are offered in a range of venues, from hotels to children's centres, and include features such as aromatherapy massage (pictured).

As a social enterprise Birth & Beyond Consultancy seeks to be self-sufficient and invest any surpluses in expanding the services it offers.



Social aims:

Provide choice, empowerment and personal control of childbearing for women, their families and the wider community.

Trading activities:

Birth preparation seminars for women and birth partners and equipment hire.

Profit distribution:

Profits reinvested in expansion, including plans for a studio venue fronted by a baby-friendly café.

Social ownership:

Company limited by guarantee.

For more information visit:

www.birthandbeyondconsultancy.org



Along with the traditional subjects of maths, English and science, pupils at Buttershaw Business and Enterprise College in Bradford can now also walk away with an internationally recognised diving qualification.

Taking their inspiration from a taster session delivered by Leeds-based Freedom Divers, students at the college set up Go Aqua, a business initiative which offers PADI (Professional Association of Diving Instructors) diving qualifications to staff and pupils in this inner city school, located in one of Bradford's most deprived wards.

The students put a great deal of time and energy into setting up the enterprise and worked with Bradford Education Business Partnership to come up with ideas on raising the start-up capital.

Go Aqua soon expanded to enable youngsters from local primary schools to experience a 'try dive'. PADI-qualified students use their new-found skills to promote safe procedures to new participants and act as excellent role models.

The company has an elected board, most of them students. Staff sit on the board to oversee financial and legal matters. The company logo was designed by students, giving them experience of a real life 'company brief'. Go Aqua doesn't just provide a school activity – it also helps students develop a thorough understanding of how an enterprise is run, giving them a solid background for the world of work and adult life.

Go Aqua is run as a social enterprise with all profits channelled back into the company to allow it to offer younger pupils reduced prices. It plans to sell equipment at discounted prices to enable wider participation among other schools and the local community. Already many local residents are looking forward to taking the plunge.

Social aims:

Offer PADI diving qualifications to local schools and the community as a means of engaging.

Trading activities:

Diving training and raising the profile of the school pool.

Profit distribution:

Profits are reinvested in the company.

Social ownership:

In the process of becoming a company limited by guarantee.

For more information telephone:

01274 805 681

Did you know?

Social enterprises account for 5% of all UK businesses with employees and contribute £8.4bn per year to the economy.

Drink spiking is a serious issue for many teenagers, and some students at Sherburn High School in North Yorkshire had experienced incidents involving their families. Recognising the importance of the issue and realising there was a gap in the market, students created the 'Proper Stopper'.

The Proper Stopper is an innovative device that can be fitted to drinks bottles to reduce spiking.

The students used their own money to set up the Proper Stopper company and were able to raise share capital and attract investors at an early stage. The school has allowed them to run the business themselves and they have benefited from advice and guidance from the local business community. The company is run by a board of directors consisting of 12 full-time students at the school.

The Proper Stopper was initially marketed and sold locally by word of mouth. The internet and trade fairs helped increase early sales and the company soon gained the support of local pubs, where the product was stocked with the endorsement of North Yorkshire Police.

The company also secured a contract to stock the product at Co-op supermarkets. Internet sales increased dramatically after the students appeared with the Proper Stopper on Look North and BBC News 24. The company has now sold around 1,200 Proper Stoppers across the country, bringing in £3,500.

The enterprise has been a massive achievement for the students involved and has even changed the future for some. Two students in particular have decided to stay on at school as they have recognised that they will need to continue learning to become successful in business.



Social aims:

To act on the issue of drink spiking.

Trading activities:

Selling an innovative device that can be fitted to bottles to prevent drink spiking.

Profit distribution:

Majority reinvested in company; some profits used to help fund further enterprise projects; shareholders have just received their first dividend.

Social ownership:

Company with board of directors comprising 12 students.

For more information visit:

www.properstopper.co.uk

Fir Vale has been recognised by Ofsted as an 'outstanding' school and was Sheffield's first business and enterprise specialist school. It achieves consistently high 'value added' performance, with results at key stages three and four improving each year.

The local area has high levels of social deprivation, so the school puts great emphasis on preparing Fir Vale students for economic independence and equipping them to make a positive contribution to the regeneration of the community. In recent years over 83% of Fir Vale students have gone on to further full time education, and a significant number of these progress to higher education.

The school uses social enterprise which supports local charities as a way of enhancing citizenship development. Last year the students designed, produced and sold a calendar. The 'Melting Pot' calendar focused on the food that is available in the culturally diverse local area. A large number of calendars were sold, including one bulk order for over 30 calendars.

Fir Vale has also worked closely with the British Red Cross in a project to allow families in the UK to trace and contact family members abroad. The students were involved in all stages – planning, delivery and evaluation. It was a great opportunity to widen awareness of a serious issue and for students to lead in delivering an important social project.

The school focuses on tangible activities which give students the opportunity to develop real enterprise skills.

As a result of the school's enterprise successes, Fir Vale was a key part of Sheffield City Council's successful Local Enterprise Growth Initiative bid. This will further support the embedding of enterprise into the school and local community.

Social aims:

Advance education and quality of learning by engaging students in entrepreneurial activities.

Trading activities:

Various enterprises which involve the local community.

Profit distribution:

Any surplus is allocated to local and international charities.

Social ownership:

No formal ownership structure.

For more information telephone:
0114 243 9391

Did you know?

The Social Enterprise Coalition has an extended membership of more than 10,500 organisations.

When eleven families in Kirton-in-Lindsey, Gainsborough, were told their arrangements for childcare before and after school would cease in January 2007, four parents decided to rise to the challenge and set up their own childcare service at the local primary school.

The ambitious plans were backed by many other parents and a committee of unpaid volunteers was soon formed. All the parents involved have taken an active part in forming Outer School Ltd and deciding the aims, objectives and ethos of the club.

The committee's application to form a social enterprise company was promptly accepted and within a three week period the members decorated and resourced a classroom, employed two staff and wrote 30 policies before opening the doors on 3 January 2007. After school provision became available in May 2007 once the company was registered with Ofsted.

Outer School was officially opened in July by local MP Elliot Morley. Entertainment included a magician, stilt walkers (pictured), balloon modelling, face painting and African drumming.

Outer School's aim has always been to offer the best childcare possible for school age children at affordable prices and to be a model employer. It strives to give children a caring, well organised and stimulating home-from-home environment where they can relax and play.

Involving the community has always been of utmost importance and the enterprise has forged links with many organisations and companies – some giving donations and others offering practical support and guidance. Outer School uses local businesses to support its functions such as payroll and accounting, trades with local food suppliers and employs local staff whose children attend the club free of charge – which lets them work without incurring childcare costs of their own.



Social aims:

To provide good quality childcare for families in the local community.

Trading activities:

A before and after school club and school training day cover.

Profit distribution:

Surplus revenue will be reinvested into the business to buy more modern equipment and facilities and to improve the building.

Social ownership:

Company limited by guarantee.

For more information telephone:
01652 640 588



Social aims:

To provide the community with a local source of carbon free fuel.

Trading activities:

Converting used cooking oil into diesel fuel recycles a waste product.

Profit distribution:

Profits will be used to create employment, expand production and provide funds for other local community initiatives.

Social ownership:

Industrial and Provident Society.

For more information telephone:

01524 251 030

INNOVATION IN ENTERPRISE

Clapham, in North Yorkshire, is a remote, rural area five miles from the nearest petrol station. But 54 volunteers have come up with a way of making fuel more easily accessible by forming Clapham Community Co-operative – a social enterprise which supplies bio-diesel to its members, helping to minimise the community's carbon footprint.

The co-op was formed in 2006, with the construction of a refining plant that converts used cooking oil to diesel fuel. Members of the co-op, led by Eddie Leggett, an industrial chemist, created the plant in a four metre by three metre building on land made available by Growing with Grace, a local organic nursery. The first commercial sale of fuel took place in June 2007.

Eddie's chemical background has been put to good use and ingenuity can be seen in the design and construction of the equipment itself. The refining process is complex and to ensure that sufficient quantities of bio-diesel can be produced, Eddie has shared his skills and increased capacity by training other members of the community to help with production.

Waste cooking oil is collected from KFC and other local sources, including golf clubs, takeaways, B&Bs, hotels, pubs, cafés and other oil users, providing an innovative method of recycling waste oil. It also produces a virtually carbon free non-fossil fuel, with minimal transportation.

The co-op has been supported by Keith Williams, social enterprise adviser at the North Yorkshire Forum for Voluntary Organisations. Future plans demonstrate the co-operative's commitment to innovation and quest for a truly environmentally sustainable local fuel source: they include investigating the use of heat generated by an adjacent composting site to assist the production process.

INNOVATION IN ENTERPRISE

Amazonails makes houses out of straw – and the technique is catching on. Its pioneering methods of strawbale construction are becoming recognised as leaders in the field of sustainable, energy efficient building.

Growing rapidly, Amazonails registered as an Industrial and Provident Society in March 2007. Based in Todmorden, it offers design, consultancy, training and support in strawbale building and other sustainable building techniques to self-builders, architects, community groups and the construction industry.

Amazonails has been developing techniques and simplifying practice in strawbale building since 1994, and is acknowledged internationally for its experience.

Its executive director is Barbara Jones, who has over 25 years' experience in construction as a roofer, joiner and strawbale builder. She travelled throughout the USA and Canada in 1995 on a Winston Churchill Fellowship, researching strawbale building and adapting techniques to make them more suitable to the European climate. She has since incorporated her knowledge of traditional crafts into designs and methods that are sustainable and appropriate for the 21st century.

Amazonails aims to use practical teaching methods to encourage everyone to become involved in the construction process – particularly those who have traditionally been marginalised by the construction industry, such as women, younger and older people.

The organisation also aims to inform the wider industry about the benefits of using sustainable, thermally efficient, natural materials. It has pioneered several types of low-impact foundations, specialising in designs that use no cement, are self-draining and require no intrusive trenches. Consultancy clients include the Ecology Building Society and the National Trust.



Social aims:

To promote natural and sustainable building, making the building process accessible to all, particularly people traditionally excluded from building sites.

Trading activities:

Construction, education and training.

Profit distribution:

All profits are reinvested in the organisation.

Social ownership:

Industrial and Provident Society.

For more information visit:

www.strawbalefutures.org.uk

Did you know?

The Skoll Centre for Social Entrepreneurship at Oxford University's Said Business School was endowed by Jeff Skoll, founder of eBay.



A social enterprise, in a nutshell, is a business with a social purpose. It sounds simple enough, but what does it mean in practice – and why are more and more people starting to talk about them?

A business with a social purpose differs from a commercial company that, say, makes charitable donations. Social enterprises exist to meet social needs by trading successfully in the open market.

They reinvest their profits to further their social aims, which can vary from employing people who are disadvantaged to supporting a local community.

Cafédirect, one of the most well-known social enterprises, sells *fairtrade* tea and coffee with the aim of giving producers in developing countries a fair price for their produce and access to UK markets. Jamie Oliver's *Fifteen* restaurant offers training in catering skills to young people who have dropped out of education or can't find a job.

In social enterprise circles you'll often hear the phrase 'double bottom line' – the traditional business bottom line of profit, coupled with the organisation's social objectives. Some will talk of a 'triple bottom line', giving a similar priority to environmental goals.

As the case studies in this booklet show, the social enterprise sector is incredibly diverse, providing everything from financial advice to diving instruction and bus services.

A few years ago few people had heard of social enterprise and fewer still could define it. Now the situation is changing rapidly: all the major political parties, from the Scottish National Party to the Conservatives, support the idea, and the government has pumped public money into the sector to enable new and existing enterprises to develop products and find new markets.

Government figures suggest there are at least 55,000 social enterprises in the UK with a combined turnover of £27bn per year. Social enterprises account for 5% of all businesses with employees and contribute £8.4bn per year to the UK economy, almost 1% of annual GDP.

The numbers are expanding rapidly. A good indication is the growth in community interest companies (CICs). This is a new form of company specifically created to enable businesses to constitute themselves as social enterprises. Within two years of the advent of community interest companies in July 2005, more than 1,000 had been officially registered – the 1,000th, City

Health Care Partnership in Hull, registered in June this year.

Peter McGurn, chief executive of Hull's Goodwin Development Trust, one of the most successful social enterprises in the region, cautions that newcomers to the sector should understand what they are trying to become. 'I think there are issues about definition, because there are a lot of people jumping on the bandwagon,' he says. 'A key part of it is reinvestment of surpluses for social benefit.'

Nonetheless, the sector is seen as fast-growing, getting and exciting. As Ed Miliband, former minister for the third sector, told *Social Enterprise* magazine earlier this year: 'In my first week I went to the Edge Upstarts Awards and it kind of blew me away because here were all these young, dynamic people, incredibly committed to social justice, who were doing it through a business model rather than a traditional charity model or government model.'

The key issue for many social enterprises now is that the excitement is accompanied by investment. The Conservative Party recently announced proposals for 'social enterprise zones', with tax breaks for private investors.

The government has already announced a £73m investment fund for social enterprises in the healthcare sector. The fund, held by the Department of Health, will

be available for four years and is worth just over £10m in the current financial year.

In August the Cabinet Office began consultation on a £10m 'risk capital investment fund', which would finance social enterprises' growth and expansion, matched by an equivalent amount from private investors. Campbell Robb, director general of the Office of the Third Sector, said the fund would be 'a catalyst for market change by bringing social enterprises together with private and independent investors'.

Peter McGurn welcomes the interest and investment from government, but says public agencies that draw up contracts also need to become more responsive. 'There's an environment at the moment where an opportunity clearly exists,' he says. 'By and large emerging social enterprises want to move very quickly to market. The problem is the public sector isn't as quick to respond to that as social enterprises would like. There's a choke point where we interface with public sector commissioners.'

He believes public agencies should offer funding for peer-based learning, so new social enterprises can learn from those who have already travelled the same road. 'People come and see us and think there's a magic bullet. There isn't. It's a series of incremental steps like understanding VAT before the VAT man comes to see you.'



There is a growing network of support for anyone who wants to set up a social enterprise. Whether you already run an organisation or think you have a great idea for an enterprise, help is at hand.

Your local **Business Link** can provide advice on establishing your own business and useful guidance on creating a social enterprise. They will also be able to put you in touch with local organisations that offer specialist help and advice. Full details for Business Links can be found on page 28.

The government's **Office of the Third Sector** is responsible for social enterprise at a national level. It directs relevant policy, encourages good practice and acts as an advocate for social enterprise within government. It is also promoting Social Enterprise Day on 15 November 2007.

www.cabinetoffice.gov.uk/third_sector/social_enterprise

The **Social Enterprise Coalition** shares best practice, works to influence policy and provides training. It also campaigns for social enterprises to play a bigger role in delivering public services, especially in health, social care, and childcare.

www.socialenterprise.org.uk or call 020 7793 2323.

The regional social enterprise network is **Social Enterprise Yorkshire and the Humber**. Its resources include a directory of social enterprises operating within the region.

www.seyh.org.uk

The **School for Social Entrepreneurs** aims to attract more people into community and voluntary organisations by helping them make the most of their creativity and business skills. Its approach is practical rather than academic. Through the SSE, people get the chance to talk to policymakers and learn about marketing and business planning.

www.sse.org.uk or call 020 8981 0300.

The **Development Trusts Association** promotes good practice, conducts research and publishes a quarterly information bulletin to develop community enterprises. It is a strong advocate of the transfer of public assets to 'community anchor' organisations.

www.dta.org.uk or call 0845 458 8336, or for regional information visit www.dtayandhonline.org.uk

UnLtd is a charity that presents awards to social entrepreneurs, conducts research into the impact of social enterprise on society and provides advice on funding. It supports people with 'vision, drive, commitment and passion who want to change the world for the better'.

www.unltd.org.uk or call 01274 750 630.

Did you know?

There's a difference between a social enterprise and an ethical business. A social enterprise's main purpose is to fulfil social or environmental goals, which it achieves by reinvesting the majority of its profits. An ethical business tries to achieve its financial goals while minimising any negative impact on society or the environment.





Goole Development Trust has become the first development trust to receive a licence from the Gambling Commission to run a local lottery.

The lottery is just one of three social enterprises set up by the trust recently to help it achieve long-term sustainability.

When it was established in 1997, the trust received a foundation grant from the Single Regeneration Budget programme in Goole. Since then it has been provided with office space by Goole Town Council, but has received no core funding. Instead it has had to win contracts from a wide variety of sources.

Its mission is to help secure the economic, social and environmental regeneration of Goole and the surrounding area. It does this through a variety of mechanisms including an interest-free loan fund for new businesses, managed workspace units for new firms (pictured), European Social Fund training grants and support for social enterprises.

The trust expects the new local lottery to attract more than 6,000 players every week, with a prize of £2,000. The lottery is cashless – only operating via standing order, cheque or postal order – which keeps administrative costs low. Proceeds will be split between the trust’s loan fund for new businesses and a new community fund offering grants to good causes in the area.

The trust has also recently launched two more social enterprises: a land and property company, and a community composting business. The latter works in partnership with the town council, East Riding Council, another local social enterprise and the local community, and has already gained a local authority contract. In the medium term surpluses from this enterprise alone could top £150,000 a year, and this could be enough to help the trust become self-sufficient.

Social aims:

Helping to secure the economic, social and environmental regeneration of Goole and the surrounding area.

Trading activities:

Loan fund, training grants, workspace units, composting, property and most recently a lottery.

Profit distribution:

All surplus is invested into new activities.

Social ownership:

Company limited by guarantee.

For more information telephone: 01405 766 076

Did you know?

The Department of Health has launched a £73m health fund for social enterprises.

How do you take Doncaster into the rest of the world? Higher Rhythm has found the way – by launching SINE FM, Doncaster’s first community radio station, and broadcasting live over the internet to listeners worldwide.

Higher Rhythm has an outstanding record of success at bringing local communities together, working with local organisations and learners since 2001.

The enterprise provides an innovative source of training and development, using creative activities as an attractive way of engaging individuals considered ‘hard to reach’ or who have not experienced a culture of learning. It works in an area with a history of under-achievement, deprivation and unemployment.

The organisation gets involved with local community programmes, contributes to steering groups, takes part in public open days and conducts direct consultation with the community and the training sector.

Higher Rhythm is accredited through the National Open College Network (NOCN) and NCFE (previously the Northern Council for Further Education), making it the first community organisation in Doncaster to offer accredited creative learning. It now delivers over 150 qualifications every year to people from socially and economically disadvantaged communities and has achieved a 91% pass rate. This provides a stepping stone towards realistic routes of further education and employment for people who would otherwise have little or no opportunity of finding similar support.

Higher Rhythm’s innovative approach in using relevant subject areas as a means of delivering personal development and transferable work-life skills has already been recognised at the highest level nationally. In 2006, BECTA (British Educational Communications Technology Agency) awarded Higher Rhythm a BETT award for education, for its work in engaging non-traditional learners in ICT, digital, and creative learning.



Social aims:

To provide an innovative source of training and development.

Trading activities:

Delivering training-based and creative services for organisations and private clients.

Profit distribution:

All profits are invested back into services to meet growing demand.

Social ownership:

Not-for-profit company.

For more information visit: www.higherrhythm.co.uk

Did you know?

There are more than 4,370 co-operative business in the UK, owned by more than 11 million people. They employ 195,000 people, and have a turnover of more than £27bn.

No job is too large or too small for Paul Taylor to take on. As the manager of Spot On, a division of the charity Disability Action Yorkshire, Paul's 'can do' attitude has resulted in an increase in Spot On's turnover from around £105,000 a year to £355,000 in the past 24 months.

The Harrogate-based enterprise has created more than 20 full time positions and many more part time places and 'bank hour' placements. With a workforce predominantly made up of disabled people, Paul has proved that disabled staff are as productive as anyone else. Indeed, he has created a sustainable and growing business in an industry where many mainstream companies have failed, in a sector that involves a high proportion of manual work.

Not one to be restricted to a nine to five working day, Paul has gained contracts since July 2007 that will require Spot On to work round the clock, operating three shifts totalling seven days a week at peak times of the year. This is a workload that many private companies would find it impossible to manage. However, Paul does not let this worry him and simply finds a way for it to be done.

Paul has also begun working with the National Offender Management Service (NOMS), which places offenders sentenced to unpaid work in the community alongside the regular workforce. Paul believes many have benefited greatly as a result of their experience at Spot On.

Although he is part of a much larger team it is evident that Paul's dedication and drive have played a major part in the enterprise's success.

By approaching all aspects of work with Spot On in an enterprising way and by providing fully – and equally – paid work, Paul has made a huge impact and provided job satisfaction for many people.

Social aims:

Provide fully paid employment to disabled people.

Trading activities:

Staffing solutions provider.

Profit distribution:

Surplus is reinvested in the charity to provide opportunities for disabled people.

Social ownership:

Disability Action Yorkshire is a charity and company limited by guarantee.

For more information visit:

www.day-y.org.uk

Did you know?

A social entrepreneur works in an entrepreneurial manner, but for public or social benefit rather than to make money. Over 320 'fellows' have completed programmes run by the School for Social Entrepreneurs.

Sobriety is the name of a Humber barge, built in 1910, which gained a new lease of life as a community resource after being presented to Goole Grammar School in 1973. The Sobriety Project, which takes its name from the barge, aims to give a new lease of life to people.

Bob Watson is the inspiration behind the scheme, which provides opportunities for adults with learning disabilities and young people who have fallen out of mainstream education.

The Sobriety Project inhabits the Yorkshire Waterways Museum in Goole. It runs two subsidiary companies to generate income. Waterstart Media Services makes films to publicise the activities and achievements of public bodies – the picture shows a Waterstart volunteer behind the camera. The Waterways Café employs a chef and catering tutor, who oversees a supported employment scheme which offers training and work experience. Work in the café is a step towards paid work, and this year four people with learning disabilities have moved into employment for the first time. All produce sold in the café is either grown in the waterways community garden by volunteers or is locally sourced.

Bob Watson and the team constantly review the services they offer and try to respond positively to demand without losing sight of their original vision, aims and objectives.

While his work with young people has been recognised this year with the award of an MBE, nothing gives Bob greater pleasure than the creation of 'something new, something different', for the Sobriety Project and its customers to explore and develop.

Working with him is a management committee of 12 trustees who represent the project's beneficiaries and understand their needs, as well as a core group of 40 local volunteers.



Social aims:

To use the waterways of Yorkshire and Humber as a resource for learning and regeneration.

Trading activities:

Café and media services.

Profit distribution:

Profits support the parent charity.

Social ownership:

The café and Waterstart are companies limited by guarantee.

For more information Telephone:

01405 768 730

Did you know?

A Community Interest Company is a legal form designed specifically for social enterprise. They serve a specified community of interest and their assets are 'locked' which means directors cannot benefit from the company's sale.



A true entrepreneur, Amy Bell does not just want to manage – she is constantly looking for ways to diversify and increase her organisation’s income from trading.

Amy was originally recruited seven years ago to manage a burglary reduction scheme for CASAC (Community Action and Support Against Crime), improving security for people who had either been burgled, or lived in a vulnerable area. She was then just 22 and had no previous experience in running a large operation or managing a team.

Learning to follow her gut instinct, she managed to make the project a success, securing funding and eventually setting up a social enterprise trading arm in 2005.

The decision proved to be a good one – the social enterprise generated £177,000 profit in its first year of trading and around £50,000 in the second.

Amy now manages 20 staff and has helped CASAC secure more than 30,000 homes. She has developed positive working relationships with key partners, and CASAC is considered a leader in community safety in Leeds. Amy has also been appointed chair of the city’s burglary sub-group, demonstrating her contribution to crime prevention.

The team that supports CASAC is at the core of the success story, and has worked hard to move from dependency on funding to become a sustainable business.

There is still much work to be done, but evidence shows that CASAC has reduced repeat burglary by 94%, and is now seen as a viable alternative to private security companies. It is estimated that burglary reduction in Leeds has resulted in cost savings totalling £21m over the past three years.

Social aims:

To reduce crime and the fear of crime and regenerate communities.

Trading activities:

Supply and fit security solutions to tackle burglary, domestic violence, hate crime and homelessness.

Profit distribution:

Any surplus is either reinvested into the enterprise or used to fund community projects.

Social ownership:

Wholly owned subsidiary company limited by guarantee.

For more information visit:
www.casac.org.uk

Maxine Betts has written children’s books and sold products through eBay – and all to create a safer environment for residents of Rotherham.

Maxine joined Rotherham Community Safety & Advice Centre (RCSAC), a registered charity, in 2004 to manage a three-year, Big Lottery funded crime prevention project. By developing new activities and project work, she and her team have provided crime and safety advice to more than 7,000 Rotherham residents.

Although RCSAC was successful, Maxine realised reliance on grant funding would limit future development. She persuaded the organisation’s steering committee to establish a trading arm, extending income generating activities and providing a vehicle to develop new services. In March 2007 the charity established Community Safety Centre Ltd.

Two months later Maxine enrolled on the Sword Innovation Programme developed by Excalibur (UK) Ltd to help social enterprises generate ideas and develop new income opportunities. As a result she set up a company website. Products previously sold through a charity shop are now sold commercially via the internet using eBay as a shop front. Sales are expected to more than double from £24,000 to £60,000 a year.

Maxine has also launched training workshops to promote home security and personal safety. These can be adapted to cater for people with learning difficulties, older people and ethnic minority communities, and have already been delivered successfully in Rotherham and across the region.

Her children’s story, *Sam meets a Stranger*, had a successful pilot print run and Maxine has developed further ideas for a series of books known as *Sam’s Safety Adventures*.



Social aims:

Promoting safety, tackling crime and reassuring the community.

Trading activities:

Providing equipment, training and resources to reduce crime and promote crime prevention.

Profit distribution:

Surpluses generated by the trading arm are used to sustain the parent organisation’s charitable activities.

Social ownership:

A company limited by guarantee wholly owned by RCSAC.

For more information visit:

rotherhamsafetyadvice.moonfruit.com



Twenty years ago Leeds City Credit Union (LCCU) had one member of staff and a tiny office in Leeds Civic Hall. Now it has 20,000 members, 61 staff and eight branches across the city.

Much of that growth has come in the last year: 38 employees have been taken on and six new branches opened in the last 12 months, and nine more branches are planned over the next two years. Deposits have increased from £14m to £20m.

Founded in 1987, LCCU is a financial co-operative, authorised and regulated by the Financial Services Authority. It provides straightforward, affordable financial services to anyone who lives or works in the Leeds municipality. Members are encouraged to save for the future and in return receive a healthy rate of interest on their savings. LCCU's primary objectives are: to encourage thrift; to provide an affordable source of credit; to educate service users in the best use of their money; alleviation of poverty and regeneration of the community.

LCCU now has more than 20,000 people using its services, as well as 3,000 young people saving through school savings clubs across the city.

The credit union's most recent focus has been on providing facilities for people who are excluded from mainstream financial services. This includes offering current accounts, small short-term loans and a Christmas savings club. It also offers business loans, budgeting advice and insurance services.

LCCU has a volunteer board of directors elected by its members at its annual general meeting. The success of the co-operative demonstrates that a locally based, volunteer-managed social enterprise can help meet central and local government objectives to promote 'financial inclusion' – enabling all people to use and benefit from banking and other financial services.

Social aims:

To provide straightforward, affordable financial services to anyone in the Leeds metropolitan district.

Trading activities:

Financial services including current accounts, loans and advice.

Profit distribution:

All profit after operating expenses is used to build reserves and pay savers competitive dividends.

Social ownership:

Registered financial co-operative.

For more information visit:

www.leedscitycreditunion.co.uk

Affordable travel when you want it isn't easy if you live in a rural area and don't have access to a car, or if you are elderly or disabled. That's where Harrogate's Little Red Bus comes in.

More than 6,000 people have signed up to use the Little Red Bus, and an online booking system ensures that services are provided when people need them. Users include young adults, residents of isolated rural communities, pensioners and people with disabilities.

The Little Red Bus is a high-growth social enterprise, established by Harrogate District Community Transport (HDCT) in April 2006. HDCT had been operating since 1997, but it set up the Little Red Bus as a trading name after taking on a capacity-building loan of around £1.1m from Futurebuilders, a government fund that supports voluntary organisations in providing public services. By delivering statutory services, HDCT gains resources that enable it to provide subsidised travel for the community.

The enterprise aims to promote sustainable transport and remove the barriers faced by people who don't own cars, and to reduce environmental damage through the provision of public transport.

HDCT has worked to encourage open and transparent ways of working between community transport operators and statutory bodies, focusing on their shared objectives. Through the Little Red Bus, HDCT has developed partnership structures and supported other community transport operators in gaining public sector contracts, sharing its expertise and resources for the benefit of communities across North Yorkshire.

The Little Red Bus is an impressive example of how, working together, social enterprises can increase their own capacity and compete to win commercial contracts.



Social aims:

Remove barriers faced by people who do not have a car, reduce social exclusion and reduce pollution, congestion and parking problems.

Trading activities:

Transport services.

Profit distribution:

Surplus income is ploughed into the provision and development of further services.

Social ownership:

Owned by members as a registered Industrial and Provident Society.

For more information telephone:

01423 526 655

**Social aims:**

To contribute to the regeneration, development and growth of the community by providing services that meet local aspirations and needs.

Trading activities:

A range of services including job club, keep-fit classes, ICT training, business support, room hire.

Profit distribution:

Profits are reinvested in the development and growth of the centre.

Social ownership:

Registered charity.

For more information visit:

www.shores.org.uk

In a very short period of time, the Southern Holderness Resource Centre (SHORES) in Withernsea, East Yorkshire, has established a reputation as a community 'hub', attracting over 600 visitors each week.

Established in March 2005, the centre occupies a £1.1m building overlooking the Holderness coastline, funded by Yorkshire Forward, East Riding of Yorkshire Council, lottery and regeneration money.

The multi-purpose centre aims to contribute to the regeneration, development and growth of Withernsea, which is recognised as a deprived area.

During the last 12 months SHORES has celebrated an abundance of successes. These include helping 43 people move back to work, helping to start up and develop 20 businesses, and enabling 300 people to learn new skills using the centre's facilities.

SHORES has also hosted ten exhibitions, won four new training contracts, trained eight mentors and recruited 15 volunteers.

It can proudly claim to provide 'cradle to grave' services, offering a venue for naming ceremonies, weddings and funerals. On the social side, it hosts keep fit classes, parent groups and first aid or health and safety courses. It also promotes economic activity, providing ICT training, a job club and NVQ courses.

Support is available to small enterprises and start-up businesses, and the centre also rents out offices and meeting rooms and can provide administrative services.

SHORES has a management committee of 12 local residents, elected by the centre's users. The committee is looking to expand, offering further services in health and social care and enterprise and business consultancy.

SHORES has successfully won contracts outside its local area, and the proceeds have been ploughed back into community projects such as film clubs for local children.

People who think education and training isn't for them come alive when they're offered tuition in media and creative industries.

Often these are people who have a history of under-achievement and unemployment. Higher Rhythm, based in Doncaster, concentrates its work in deprived areas and targets people who are often considered hard to reach.

It uses creative activities in music, recording and media technology to engage people from a diverse range of communities, many of whom would not normally get involved in learning. The range of courses is expanding constantly in response to developments in the wider creative and digital industries sector.

Higher Rhythm has been operating in the local community since 2001. It provides a widely accessible source of training and development, for people from an area with a history of under-achievement, deprivation and unemployment. Services are designed to provide access to relevant and transferable skills as a route to further education or employment within a range of industries. They also provide positive self-development experiences to nurture confidence and life skills.

Higher Rhythm's premises include a fully equipped studio with industry level technology, a large workstation room, a DJ lab and a network zone for meeting, rehearsing ideas and workshops.

Learning is delivered in small groups and in some cases one to one, to provide a quality training experience designed around learners' needs with a high degree of practical involvement.

Higher Rhythm regularly delivers services in partnership with other organisations. This gives clients access to a network of organisations that can provide further opportunities for work experience, training and possible employment.

The organisation has become a key player in the Doncaster social enterprise sector by sharing examples of best practice with many other groups.

**Social aims:**

To provide an innovative source of training and development.

Trading activities:

Delivering training-based and creative services for organisations and private clients.

Profit distribution:

All profits are reinvested in service provision to meet growing demand.

Social ownership:

Not-for-profit company.

For more information visit:

www.higherrhythm.co.uk

Did you know?

In 2005, there were 397 credit unions affiliated to Abcul, the Association of British Credit Unions, providing financial services to more than 404,000 people.

For more information about social enterprise support and advice in your area, please contact your local Business Link:



Tel: 0845 600 9 006
www.businesslink.gov.uk

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