



Children from MakeBelieve Arts taking part in Enterprising Young London in June 2009



social
enterprise
london

annual review
2010



Front cover pic:
GLL.org: leisure's
most successful
social enterprise

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inspiring business

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At a time of unprecedented economic turmoil, the continued success of London's social enterprise movement provides a beacon of hope on an otherwise uncertain landscape. At SEL, we have provided an excellent platform for London's social enterprises and the capital itself to continue to thrive through the recession. For example *London's Future 500*, our innovative new jobs programme, offers employment for some of London's most disadvantaged young people, and provides paid employees for over 80 of our 2,000 members. Another example is Opening New Markets, our European Union-funded training programme, which is providing much needed support to social enterprises in their bids to win ever more competitive contracts. As we emerge from the recession and build towards the 2012 Games, at SEL we are putting social enterprise at the heart of London's future.

Mark Sesnan
 Managing Director, GLL
 Co-Chair, Social Enterprise London

It's no coincidence that in a year when the ethics of many of the world's most wealthy businesses have been found lacking, membership of SEL has more than doubled to 2,000. People are ready for a different way of doing business, one that puts the health of society before the wealth of individuals: social enterprise provides the answer.

This year SEL has developed an excellent new brand and website, providing one of the best online social enterprise resources available anywhere. I urge you to take advantage of it both to market your business and to develop a greater understanding of the sector.



Other sectors are recognising the extraordinary power the London Social Enterprise Network holds: in the last year alone PricewaterhouseCoopers and KPMG have both initiated groundbreaking new training programmes with SEL, channelling their professional expertise and commercial backing into developing the skills and capacity of the sector. In the coming year we anticipate building on these partnerships further. There is also the prospect of social enterprises delivering increasing numbers of public services and so these are exciting times for social enterprise in the capital and SEL is leading the way.

Sophi Tranchell MBE
 Chief Executive, Divine Chocolate
 Co-Chair, Social Enterprise London





Allison Ogden-Newton
Chief Executive,
Social Enterprise London

▀▀ **In mid-2009 we founded ResponsibleIT CIC and were fortunate to find SEL almost immediately. They have been a tremendous support and resource for a fast-growing social enterprise. We have attended over 15 highly relevant and helpful seminars and sessions. The professionalism of the team, and what SEL provides the sector, is superb. I have recommended many aspiring social entrepreneurs make SEL their first port of call.** ▀▀

Troy Trewin
CEO, ResponsibleIT CIC

In February I listened to the Rt Hon Paul Martin, former Prime Minister of Canada, tell an audience of public and private sector leaders that Britain is 'leading the world' in social enterprise. Not long ago, this remark would have been met with incredulity, in 2010 it was greeted with nodding heads. Social enterprise is doing well, but now the work really starts.

Our movement delivers jobs, products and skills. We regenerate communities, supply the market with ethical products and run efficient public services. If we are to do more of this and to support the greatest Olympic and Paralympic Games ever staged then we need to promote our strengths and tackle our weaknesses.

I'm proud that SEL's promotion and support services are really working for members. Our dramatic increase in membership this year to 2,000 is proof of that, as is the fact that an independent SROI analysis shows the value of our membership to be £2.35 per member for every £1 invested. Powerful stuff. Feedback tells us that we're running some of the most valuable support packages for social entrepreneurs and leaders available anywhere in the world. This expert level of support is going to be more critical than ever when public spending is cut. SEL's outstanding team work tirelessly to show policy makers and commissioners that the route to economic efficiency is through being better shoppers and recognising that social enterprises deliver far more than 'just' outstanding products or services.

The UK is leading the world in social enterprise, but we have a long way to go before we get to where I believe we are going. Our fascinating, unique and canny community must continue to keep its gaze fixed on impact and quality. If we do, then the world will be our sustainably farmed oyster.

Twitter: @aogdennewton
Blog: <http://allisonogdennewton.blogspot.com>

Social enterprise is all about community: SEL's community is the London Social Enterprise Network, which we run and manage.



Children from MakeBelieve Arts enjoying Enterprising Young London, a concert run by SEL in June 2009

The Network now totals over 2,000 and is the largest network of its kind anywhere in the UK. This year SEL has undertaken a full rebrand, including developing an outstanding new website in partnership with London-based social enterprise St Luke's Communications. The new site is one of the most visited social enterprise sites in the world. Every element of our membership offer is about delivering services of real commercial value.

Benefits to membership include the following:

- Commercial partnerships with the private sector. This year SEL has brokered groundbreaking new partnerships with organisations including PricewaterhouseCoopers, KPMG and others; all designed to bring the expertise of those organisations into the social enterprise movement.
- Copies of *Update*, SEL's fortnightly e-bulletin, containing news, events, training, jobs and funding, contracting and tendering opportunities.
- Access to SEL's varied programme of training.
- Networking events. SEL runs at least 25 events a year designed to bring together London's social enterprises to discuss challenges and make contacts.
- Profile on the London Social Enterprise Directory, the largest and most comprehensive directory of social enterprises available in the UK.
- Opportunities to meet up with and learn from fellow social entrepreneurs from across London.
- The opportunity to add your voice to the social enterprise movement.

The value of Network membership was demonstrated when we undertook a Social Return on Investment (SROI) analysis in the summer of 2009. The evidence showed that for every £1 invested, a member receives at least £2.35 in added value – a powerful demonstration of the impact of the largest social enterprise network in the UK.

▀▀ **Sometimes when things get tough, meeting inspired social entrepreneurs is the best tonic and these are found in abundance amongst SEL's membership. Membership was the best business investment I made last year!** ▀▀

Loona Hazarika, Founder, Silverback Works



Under our groundbreaking new London's Future 500 programme, SEL is providing jobs in some of London's best social enterprises for 500 unemployed young people. The aim is to create London's Future 500 social entrepreneurs.

The route out of recession will be through jobs and, with *London's Future 500*, SEL is leading the way.

Supported by the Department of Work and Pensions under the £1 billion Future Jobs Fund, the programme is the result of an overwhelming response from over 80 network members keen to provide jobs. SEL's role as the lead organisation has been crucial in channelling public money into organisations which typically don't have the capacity to win large public contracts.

As well as providing salaried jobs, *London's Future 500* provides a coaching and mentoring service, supporting both young people and their employing organisations.

If you would like to get involved in the programme then visit www.sel.org.uk

“Smooth and effortless transitions, with clear information. I strongly recommend SEL and Striding Out as two first-class organisations with a genuine interest to develop and support new business growth.”

Lennie Varvarides, *London's Future 500* employer, working at Making Theatre Work

“London's Future 500 has offered Proper Oils an opportunity to give a young person some valuable experience in the work place. It is very satisfying to see him develop – gaining both confidence and ability and we hope this will turn into full-time employment.”

Stephen Hurton, CEO, Proper Oils

SEL is a social enterprise – we trade through our consultancy, which provides expert-led support and guidance on developing and maintaining social enterprise to organisations across the world.

Recently we have built on our years of experience in areas including childcare, health and homelessness and have begun working with primary care trusts and local authorities on enhancing the delivery of public services by social enterprises.

We are also working on externalising services from public sector ownership, where staff are keen to take control and develop innovative services that are responsive to community needs.

This year we have developed our international links. Working particularly with the British Council, we have made working trips to Vietnam and Georgia, undertaking awareness raising of social enterprise, and delivering training to social entrepreneurs, enterprises, trainers and advisers. We also work internationally here in London through our links with international NGOs based in the UK.

We also offer a varied package of training. Areas of expertise include:

- social enterprise support and development
- leadership and management
- procurement and supply
- finance and resource management
- social impact assessment

To access SEL's outstanding consultancy service, e-mail Lesley Miller (lesley@sel.org.uk)



Borough Market, one of London's best known social enterprises



Streetshine, employing the homeless

“SEL's consultancy team has been invaluable in supporting us to plan the next steps as we externalise as a social enterprise. They have provided focus and clarity, as well as an objective perspective in dealing with some of the tasks and issues we face.”

James Miller
Manager, Living Well



**Social Enterprise:
Winning with 2012 is all
about enabling the
2012 Games to benefit
from the UK's
outstanding social
enterprise movement.**

The impact of SEL's work in enabling social enterprises to win 2012 contracts has been recognised with the award of the prestigious Olympic Inspire Mark.

With a series of enterprise events held across England, supported by a popular information hub that receives between 6,000 to 9,000 hits every week and a monthly e-newsletter that is sent out to more than 10,000 social enterprises across the UK, we raise awareness among social enterprise about the business opportunities that are available, encouraging them to register on **CompeteFor.com**.

We also lobby the key stakeholders in the Games – seeking to raise their awareness of what social enterprise has to offer.

Looking ahead, we are focusing on social enterprise's role in the legacy of the 2012 Games, with a major conference and ministerial roundtable in the pipeline. A short film about how social enterprise can embed the legacy aims will be produced, alongside a broader toolkit for social enterprises to be able to tender and deliver larger contracts around the Games.

“The support we have had from SEL has been fantastic. To feel like you have a group behind you who know about the sector you are working in has been very important to us as a new company. Thank you SEL for everything this year, and I look forward to working with you more in 2010.”

Emma Worley, Co-Director, Philosophy Shop



The Olympic Park

SEL offers one of the most comprehensive and cutting edge packages of social enterprise training available anywhere in the UK. They are diverse in aims, but united in the mission of enabling London's social enterprises to achieve their full potential. In 2009 alone over 2,500 people benefitted from SEL's training and events.

“SEL's training events have enabled me to engage with likeminded entrepreneurs in the sector and not feel alone. I know I can come to SEL with my specific needs, and that they will be met. I will absolutely continue to attend SEL's training, without a shadow of a doubt. It's a great investment of time, enabling me to develop my skills and get my brand out there.”

Pritesh Patel
Chief Executive, Eco Everyday

Opening New Markets

This ground breaking programme aims to remove the barriers social enterprises often face in bidding for contracts. Part-funded by the European Union through the European Regional Development Fund, through workshops and one-to-one sessions, we train organisations on how to tender and help organisations see how incorporating the green agenda into their work can turn green into gold. To date over 600 organisations have benefited, but we have space to support many more.

Open Surgeries

Giving you a whistle-stop summary of the world of social enterprise, these introductory sessions provide the strongest available starting point for anyone with a social enterprise business idea.

Understanding Social Enterprise

Two three-day action-training programmes; one aimed at voluntary and community sector professionals, the other at social enterprise support organisations and business advisors. Both accredited by the Institute of Leadership and Management, the aim is to increase understanding of social enterprise.

Leadership and Management

Back by popular demand; aimed at supporting senior managers, directors and trustees develop the skills to lead their social enterprise to success.

One to One Diagnostic sessions

Available to network members following an initial phone conversation with a business advisor, this intensive two hour session reviews the performance of your business, 'diagnosing' areas of tension and providing possible solutions.





SEL is inspiring a social enterprise led approach to the next generation of public service delivery. In 2009 we undertook a major programme of engagement with London's local authorities and central government, culminating with a local authority summit, held in London's City Hall in June 2009.

The summit featured outstanding contributions from some of London's key public leaders, including Derek Myers, CEO of the Royal Borough of Kensington and Chelsea, Cheryl Coppell, CEO of the London Borough of Havering, James Cleverly, the Mayor's Ambassador for Young People, and several of London's leading

social entrepreneurs including Dai Powell of HCT, Penny Newman of Fifteen Foundation and Micheal Pynner of the Shoreditch Trust.



Subsequently SEL is developing a route map, outlining how and why social enterprises



should play a key role in delivering public services in London.

We are also delivering a major new project with the Department of Health, which is bringing together social enterprises and primary care trusts. The aim is to promote mutual understanding, and to support social enterprises to win more public health contracts.

For more information on this, e-mail info@sel.org.uk

Public services are changing. They have to. With public spending about to undergo the most dramatic cut in a generation, policy makers are searching for a new paradigm for the planning and delivery of public services.

Pics left to right: Derek Myers; James Cleverly with Allison Ogden-Newton; and Dai Powell

Increasingly commissioners, funders and customers are demanding evidence of impact to support the claims social enterprises make for the work they do. SEL has long been among the leaders in developing understanding of measuring and assessing impact.

The power of effective outcomes assessment was demonstrated by SEL this year, when an independent SROI analysis showed that for every £1 invested, a member gains £2.35 in added value. Through Outcome Assessment for Social Enterprise (OASES), we are enabling our members to understand how best to demonstrate their own impact. OASES is a programme of training and research developed with support from Capacitybuilders. It aims to:

- Develop a new decision-making framework, enabling social enterprises to make informed decisions when considering which impact measurement tool is best for them.
- Provide social enterprises with the knowledge to assess and articulate outcomes.

To take part in one of the OASES sessions, visit: www.sel.org.uk

▄▄ **The whole session was fantastic. It really helped me recognise the host of measurement tools available and most importantly to understand how my business would benefit from them.**▄▄

Attendee, OASES training event

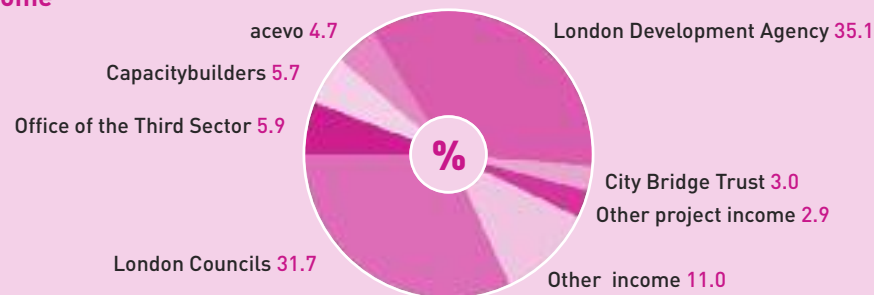


Insight, performing at Enterprising Young London, a concert celebrating youth arts social enterprises run by SEL in June 2009

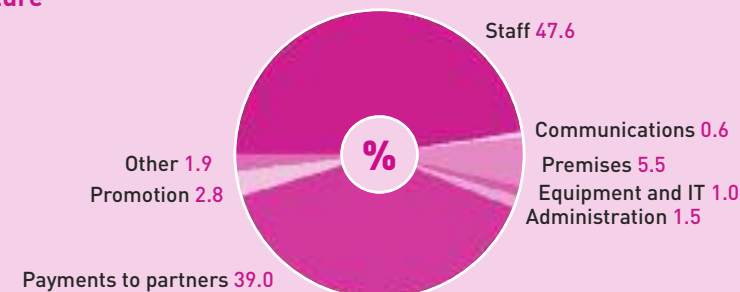


summary consolidated financial information for the year ended 31 March 2009

Income



Expenditure



Income and expenditure account

	Year ended 31 March 2009 £	Year ended 31 March 2008 £
Turnover		
Project income	1,280,661	1,109,792
Other income	141,512	170,865
	1,422,173	1,280,657
Payments to partners	(553,965)	(363,820)
Contribution to overheads	868,208	916,837
Administrative expenses		
Staff	(675,507)	(714,237)
Premises	(78,117)	(68,036)
Equipment and computer	(14,877)	(8,097)
Communications	(8,745)	(8,839)
Administration	(21,960)	(35,586)
Promotion	(39,483)	(13,913)
Other	(24,072)	(30,746)
	(862,761)	(879,454)
Operating surplus/(deficit)	5,447	37,383
Bank interest	16,325	19,887
Surplus/(deficit) on ordinary activities before taxation	21,772	57,270
Tax on surplus/(deficit) on ordinary activities	(2,335)	(5,448)
Surplus/(deficit) for year	19,437	51,822
Retained surplus brought forward	303,567	251,745
Retained surplus carried forward	323,004	303,567

Balance sheet

	As at 31 March 2009 £	As at 31 March 2008 £
Fixed assets		
Fixed assets	3,869	5,168
	3,869	5,168
Current assets		
Debtors	339,743	170,271
Cash at bank and at hand	456,370	549,936
	796,113	720,207
Creditors: amounts falling due within one year	(476,978)	(421,808)
Net current assets	319,135	298,399
Total assets less current liabilities	323,004	303,567
Creditors: amounts falling due after one year	-	-
Net assets	323,004	303,567
Capital and reserves		
Income and expenditure account	323,004	303,567
	323,004	303,567

Independent auditors' statement to the members of Social Enterprise London CIC

We have examined the summarised accounts, which comprise the consolidated balance sheet and the consolidated income and expenditure account. The summarised accounts are the responsibility of the Directors. Our responsibility is to report our opinion on the consistency of the summarised accounts with the full annual reports and financial statements of Social Enterprise London CIC and its subsidiary. We also read the other information contained within the Summary Financial Statements and consider the implications for our statement if we become aware of apparent misstatements or material inconsistencies within the summarised accounts.

Basis of opinion

We have carried out the procedures we considered necessary to ascertain whether the summarised accounts are consistent with the full annual financial statements from which they have been prepared.

Opinion

In our opinion, the summarised accounts are consistent with the full audited annual reports and financial statements of Social Enterprise London CIC and its subsidiary for the year ended 31 March 2009.

Gotham Erskine LLP	Friendly House
Registered Auditors	52-58 Tabernacle Street
Chartered Accountants	London EC2A 4NJ 7 December 2009

Directors' statement

These summarised accounts have been prepared from the full annual financial statements of Social Enterprise London CIC and its subsidiary (prepared in accordance with the Companies Act 1985), which were approved by the Directors on 26 November 2009. The full annual financial statements have been audited and the auditors' opinions were unqualified. These summarised accounts may not contain sufficient information to allow for a full understanding of the financial affairs of the company. For further information the full financial statements, the auditors reports on those financial statements and the Directors' annual reports should be consulted.

Anthonia Onigbode
Company Secretary

26 November 2009

Social enterprise is a movement, and much of SEL's work is carried out in partnership with policy makers, funders, fellow support organisations, public bodies, central and local government, private companies, the media, the general public and of course social enterprises themselves.

As well as winning contracts with the organisations listed below, we have developed strong partnerships with Prevista, the Social Enterprise Coalition, Striding Out, London Community Resource Network, PricewaterhouseCoopers, KPMG, the Guardian, RBS and many more. We look forward to building on these in the coming year.

To strengthen the social enterprise movement, in 2009, more than 40% of SEL's turnover (over £500,000) was passed on to our partners; this figure increased by more than 50% compared to the previous year.

In 2009 SEL delivered programmes and projects funded by the following organisations:

- | | |
|------------------------------------|------------------------------|
| London Development Agency | Department of Health |
| Office of the Third Sector | Government Office for London |
| Department for Work and Pensions | Capacitybuilders |
| Learning and Skills Council | CfBT Education Trust |
| London Councils | City of London Corporation |
| European Regional Development Fund | City Bridge Trust |
| | acevo |

