

// **motivated** by business // **passionate** about social change



Social Enterprise in the 3rd Sector

social enterprise london

Social Enterprise London is the heart and voice of the social enterprise sector in London. We promote community, best practice, advocacy & development - working directly with individuals, organisations and regional government to help them realise their vision through social enterprise.

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Responsibility for content and any errors or omissions lies with Social Enterprise London alone.

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// 1 Introduction

Social enterprises comprise a diverse range of business ventures, each finding innovative market-based ways to make a positive contribution to society. They are motivated by social goals such as employment creation or provision of quality local services. They operate as self-sustaining, profit-making businesses. The key is that they use their profits to achieve a social outcome rather than for private reward.

Social enterprises are part of the growing social economy. The social economy is a thriving collection of organisations that exists between the traditional private sector on the one hand, and the public sector on the other. Now commonly referred to as the third sector, it includes voluntary and community organisations, foundations and associations of many types. Some social economy organisations, notably mutual financial and insurance organisations, are very large indeed, but most social enterprises are small or medium-sized businesses.

Social enterprises address many community needs by creating and retaining jobs, delivering new and improved local services, promoting economic development and tackling social exclusion. They are active in a diverse range of sectors, including the environment, care, information and communications technology, food, tourism, the arts and media, transport, childcare, housing, fair trade and access to finance.

// Economic development

Two recurrent themes appear in debates on regeneration and economic development policy. The first theme is social exclusion, which the government defines as what can happen when people or areas suffer from a combination of linked problems such as unemployment, poor skills, low incomes, inadequate housing, high crime, bad health and family breakdown. The second theme is the need to modernise the economy in a globalising world, improving productivity and competitiveness. Social enterprises are actively addressing both concerns.

In the UK today, it is increasingly difficult to separate social issues from economic issues. The requirement to increase competitiveness and productivity need not conflict with issues such as social inclusion, the quality of work or environmental protection and in fact, market-led development is the approach favoured on both national and international stages.

Social enterprises can be seen as a key part of the effort to eradicate social exclusion. As enterprises with ethical and social objectives, they involve the local community in promoting the creation of wealth. Effective self-help is a vital component of regeneration. Organising mutual support increases people's self-confidence and their belief that they can change the circumstance of their own lives.

A modern economy requires and builds social capital. Social capital is comparable with physical capital and human capital, which are, respectively, the tools and training that enhance individual productivity. Social capital refers to features of social organisation, such as networks, norms and trust, that facilitate co-ordination and co-operation for mutual benefit. Social capital enhances the benefits of investment in physical and human capital. The experience of successful ventures builds social capital and the foundations for further collaboration and further development.

Thus social enterprises not only create new economic institutions but also build organisational capacity and associational behaviour which, in turn, has positive effects on societal development. They develop the ability and willingness of community members to initiate projects, programmes and businesses, to organise these ventures, and to keep them running. This body of talent, skill and experience is known as a community organisational capacity. It is at once the key product of, and driving force behind, pro-poor economic development.

Running in parallel to social enterprise is the Corporate Social Responsibility agenda in the traditional business community. This is a wide-ranging arena that involves businesses looking at how to improve their social, environmental and local economic impact by meeting targets on good corporate governance or making voluntary contributions to the local economy. Often private businesses will look to partner with charities, voluntary organisations or social enterprises in order to achieve this.

In addition, private business is experimenting with new forms of organisation. Corporations increasingly seek to raise employee involvement, create teams, build partnerships with suppliers and encourage customers to participate in 'communities' on company websites. Many debates surround these developments; however it is clear that corporations are accepting that the future of business will be different from its past.

// Types of Social Enterprise

Co-operatives are associations of persons united to meet common economic and social needs through jointly owned enterprises.

Employee-owned businesses, a form of co-operative, create or preserve jobs that help to keep businesses running and protect profits from being lost to remote shareholders

Social Firms are small businesses created to provide integrated employment and training to people with disabilities and disadvantages.

Development Trusts are key actors in community-based regeneration.

Intermediate Labour Market Companies provide training and work experience for the long-term unemployed.

Social and Ethical businesses use trade to raise money for specific commitments and are set up by charities or non governmental organisations, or simply ethically minded individuals

Community businesses can be any of the above but with a particularly strong geographical definition and focus on local markets or services.

This publication does not assert that social enterprise is better than other forms of organisation, or that all activity in the Third Sector can be better delivered using a social enterprise model. We understand that many activities, particularly in the voluntary and charitable sector, can only be undertaken through regular donations of time and money. However we would argue that social enterprise has an important role to play, and believe that it should always be considered as a way of diversifying and strengthening income streams.

This publication provides an introduction to the many forms of social enterprise. In establishing a new social enterprise, the principle that 'structure follows strategy' is important. Social entrepreneurs, who can be individuals or whole communities should first focus on developing viable business strategies. Once the objectives are clear the community can adopt the appropriate structure from the options open to them. Which form of social enterprise is best will depend on the circumstances and people involved. A good structure allows flexibility for growth and changing needs. The typology given here should not be interpreted rigidly: in some cases new ways of organising will be called for, and many interesting developments tend to spring up at the interfaces between existing types of organisation.

A regular cause of upset in this sector of the economy are labels and definitions. Trying to accurately define a social enterprise can be very difficult. If you are engaging with social enterprises for the first time, we hope the information here will help you recognise the characteristics shared by all socially enterprising organisations. But do not be put off by any language, acronyms or classifications. Use them if they help, but be confident about ignoring them if they do not. Above all, remember that social enterprise is a concept or movement, not a tightly defined business model. This concept has an important role to play in the 21st century economy and will present good business opportunities. As with all business development, creativity and innovation is called for.

The social enterprise business model has much to offer to all kinds of communities. It can often provide solutions to important issues of social and economic development. Developing a social enterprise can be very rewarding to both the individuals involved and society as a whole.

// 2 Social Enterprise explained

Social enterprises are competitive businesses that trade for a social purpose. They seek to succeed as businesses by establishing a market share and making a profit. They emphasise the long-term benefits for employees, consumers and the community. They bring people and communities together for economic development and social gain by combining business excellence with action for change.

Social enterprises share three common characteristics:

- **Enterprise orientation** – they are directly involved in producing goods or providing services to a market. They seek to be viable trading concerns making an operating surplus.
- **Social goals** – they have explicit social aims such as job creation, the provision of local services, or combat of social exclusion. They are accountable to their clients and the wider community for their social, environmental and economic impact.
- **Non-private profit distribution** – they use their operating surplus, or profit, to enable them to achieve their social goal. This is often reflected in a social ownership structure which protects profits from escaping elsewhere. Social ownership is common among social enterprises, but is not uniform and other approaches of profit distribution, (living wage, lower prices, reinvestment in new services), allow for goals to be met.

// Social Enterprise Spectrum

While all social enterprises display the characteristics above, they do so to differing degrees depending on their particular operational requirements. One of the strengths of the social enterprise sector is its ability to adapt to changing conditions and to create new business models. As a result it is helpful to think of the shared characteristics as occurring along a spectrum, with different types of social enterprise appearing at different points along a scale.

1. The Social Goal Spectrum

CSR	Positive Contributions	Philanthropy
Private Business	Social Enterprise	Voluntary Sector

Social enterprises are by no means the only type of organisation with social goals. In the age of globalisation, concern for the environment and the livelihoods of citizens around the world has meant that many businesses exhibit some level of corporate social responsibility (CSR). The key difference between mainstream CSR and social enterprise is scale. Social enterprises are driven by their social purpose. Corporate social responsibility is not integral to the nuts and bolts of business operations in the same way. Social enterprise differs from traditional voluntary and charitable sector organisations in so far as financial independence is considered as important as the social goal. For traditional voluntary organisations, the social goal is the primary concern.

2. The Enterprise Spectrum

Grant & Donations

Sales

Voluntary Sector

Social Enterprise

Private business

Social enterprises primarily seek to be self-sufficient and not dependent on grants or donations. They create and develop businesses that sell goods and/or services in the market, often in competition with private sector businesses. Occasionally, social enterprises, particularly those directly addressing social exclusion, can take advantage of certain start-up and capital grants, although these are usually tied to the delivery of training programmes or other quantifiable social benefits. Here a distinction should be made between income and finance because, as with all other businesses, social enterprises may take out loans or seek equity investments to help them grow. These do not count as income though because the money is eventually returned in one form or another.

When considering the right form or mix of income, a social enterprise must also take into account its development focus and position in the market. Can an existing market sustain the business in the long term, or does the social enterprise need to move out into new areas to increase productivity? On the other hand, a social enterprise with a particularly immediate social goal, for example the employment of people with disabilities, will have to balance efforts to increase profits with a continued ability to efficiently assist its client group. At times this may mean actively rejecting moves that would result in a higher profit margin.

3. The Profit Distribution Spectrum

Private gain

Re-investment

Targeted Dispersal

Democratic distribution

Private sector

Primary concern

Multi-stakeholder

Co-op models

Different social enterprises use their surpluses in different ways, but all of them are similar in that they do not accrue profit for individual private gain. Where the operation itself is the primary concern or method by which the social goal is achieved, as in the case of social firms or community-owned businesses, then the profits will simply be re-invested to allow the operation to continue. Some social enterprises may use their profits to fund projects or programmes outside of the business activity, either directly or by covenanting them to a parent charity. Alternatively they may pass the profits on by increasing wages or lowering the price of goods or services. At the end of the spectrum, Co-operative models of social enterprise distribute their profits democratically between members, either through profit share or stakes in the company. This differs from private sector distribution in that profit is not extracted by remote shareholders, only those with express involvement with the social enterprise.

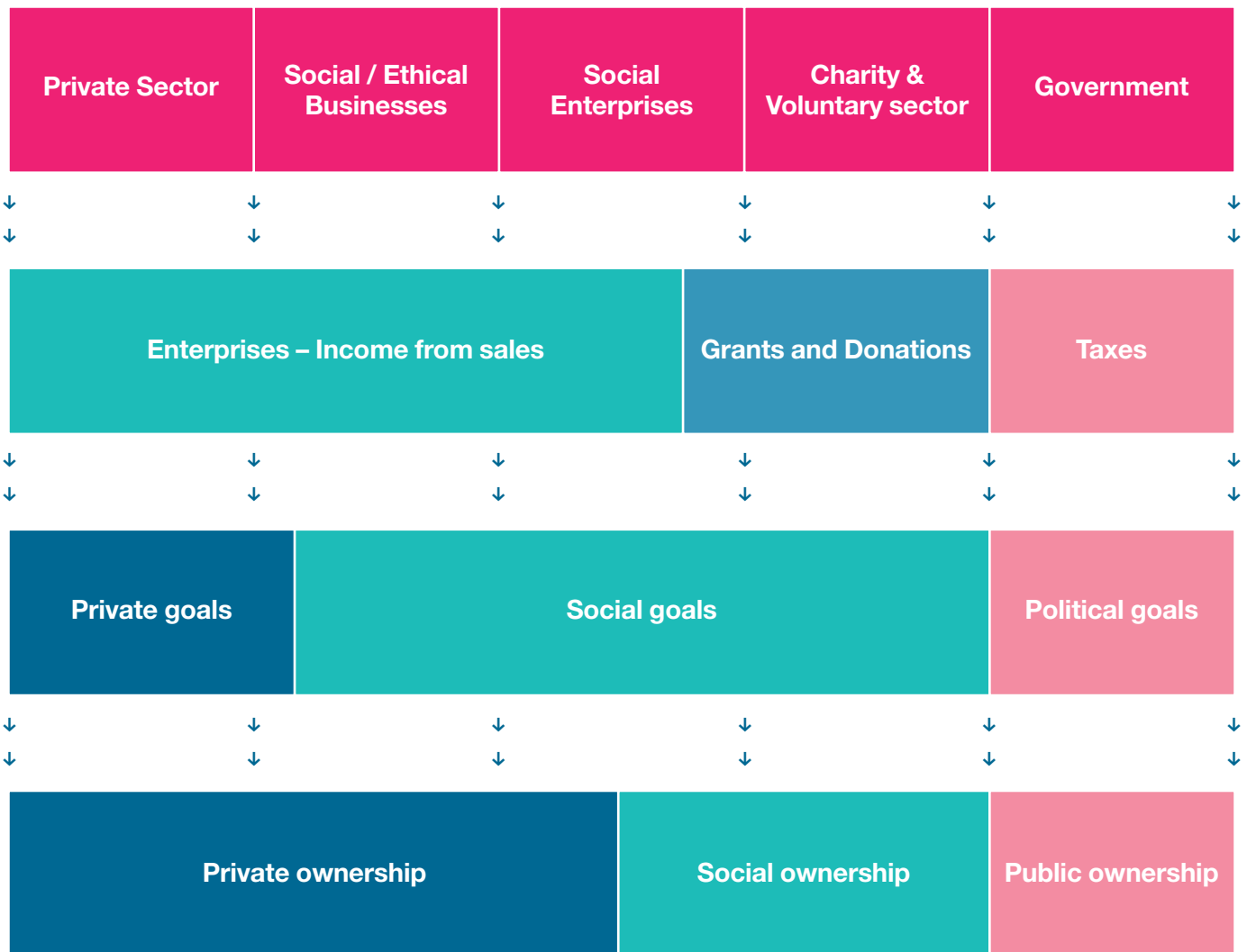
The flexible nature of social enterprise is such that during the course of their development they may move up and down these scales to better utilise the resources at their disposal. Providing the ultimate aim is to produce profits for use in the achievement of explicit social goals, social enterprises can take on characteristics of both their private and voluntary/charitable sector counterparts.

// Stakeholder Involvement

As previously mentioned, a large number of social enterprises have some sort of social participation – either officially as part of their organisational structure or simply because the involvement of various interest groups fits into their ethos. Either way social enterprise is more often than not a joint venture involving a number of stakeholders. These could be financial backers, representatives of the client group, community representatives or local authority agents. Stakeholders may be active in the everyday running of the business or simply consulted on important issues. In many cases this will link to the organisational structure and could have implications for how the business is set up. The trick for a social enterprise is to be able to efficiently identify their stakeholders early on and decide how best to involve them in the operation.

The following sections describe 5 predominant models of social enterprise evident in the UK and offers case studies of existing businesses that have adopted these models. Of course even within these models there exists a huge amount of variation, but that is what gives social enterprise its strength in delivering innovative answers to the question of local, regional and even international economic development.

// Social enterprises in the wider context



// 1 Co-operatives, mutuals and employee ownership

Co-operatives, Mutuals and Employee-owned businesses all make up what is sometimes known as the Solidarity Economy because of the fact that they are all based on people coming together for shared benefit. This is one of the most diverse forms of social enterprise and to put all forms of co-operative and mutual together is to do each one an injustice. However their shared characteristics can be seen to represent a common social goal – of running a business on democratic and egalitarian lines.

Co-operatives having been around since at least 1844 when the Rochdale pioneers first laid out a set of principles outlining the common features of co-operatives. Below is the International Co-operative Alliance's Statement of Co-operative Identity, an updated version of the Rochdale original*1.

// Statement of Co-operative Identity

Definition

A co-operative is an autonomous association of persons united voluntarily to meet their common economic, social, and cultural needs and aspirations through a jointly owned and democratically controlled enterprise.

Values

Co-operatives are based on the values of self-help, self-responsibility, democracy, equality, equity, and solidarity. In the tradition of their founders, co-operative members believe in the ethical values of honesty, openness, social responsibility, and caring for others.

Principles

The co-operative principles are guidelines by which co-operatives put their values into practice.

1st Principle: Voluntary and Open Membership

Co-operatives are voluntary organisations, open to all persons able to use their services and willing to accept the responsibilities of membership, without gender, social, racial, political, or religious discrimination.

2nd Principle: Democratic Member Control

Co-operatives are democratic organisations controlled by their members, who actively participate in setting their policies and making decisions. Men and women serving as elected representatives are accountable to the membership. In primary co-operatives members have equal voting rights (one member, one vote), and co-operatives at other levels are also organised in a democratic manner.

3rd Principle: Member Economic Participation

Members contribute equitably to, and democratically control, the capital of their co-operative. At least part of that capital is usually the common property of the co-operative. Members usually receive limited compensation, if any, on capital subscribed as a condition of membership. Members allocate surpluses for any or all of the following purposes: developing their co-operative, possibly by setting up reserves, part of which at least would be indivisible; benefiting members in proportion to their transactions with the co-operative; and supporting other activities approved by the membership.

4th Principle: Autonomy and Independence

Co-operatives are autonomous, self-help organisations controlled by their members. If they enter into agreements with other organisations, including governments, or raise capital from external sources, they do so on terms that ensure democratic control by their members and maintain their co-operative autonomy.

5th Principle: Education, Training and Information

Co-operatives provide education and training for their members, elected representatives, managers, and employees so they can contribute effectively to the development of their co-operatives. They inform the general public – particularly young people and opinion leaders – about the nature and benefits of co-operation.

6th Principle: Co-operation Among Co-operatives

Co-operatives serve their members most effectively and strengthen the co-operative movement by working together through local, national, regional, and international structures.

7th Principle: Concern for Community

Co-operatives work for the sustainable development of their communities through policies approved by their members.

Co-ops are organised by and for their members who come together to provide a shared service from which they all benefit. The model can be applied to a variety of activities, from the more traditional retail and banking co-operatives to the newer housing or telecommunications co-operatives.

Co-operative retail

When most people think about co-operatives, they think of the Co-op supermarket where their parents might have shopped. Consumer co-operatives, including Co-operative Funeralcare, the Co-operative Pharmacy and Travelcare netted over £7 billion in revenues in 2005*2.

Housing co-operatives

Co-operatives in the housing field take many forms. Ownership co-operatives exist where the co-operative itself owns the properties in which people live. In a Tenant management co-operative, the co-operative manages properties owned by a housing association or local authority. Self-build co-operatives occur when people contribute their own skills to build homes for themselves and other community members. These co-operatives form a small but growing part of the social housing sector. They are increasingly recognised as one of the most successful forms of social housing.

Care co-operatives

Care co-operatives in the UK are a relatively recent phenomenon. Most have been founded since the 1990s. The UKCC report 'Co-operating in Care' *3 found that these co-operatives not only provide quality care, but that they are thriving as businesses and have experienced rapid growth.

Food co-operatives

Co-ops are addressing one of the problems of bringing affordable high-quality food to so-called 'retail deserts', often where other retailers refuse to trade. Self-help ventures can exhibit differing levels of sophistication from a community fruit and vegetable service, or joint wholesale buying group, to a full community shop with paid members of staff.

// Case Study – South East London Doctors Co-operative (SELDOC)

Set up in April 1996 SELDOC is a GP co-operative providing out of hours general medical services to its GP members from a base leased within Dulwich Hospital in London. From the outset SELDOC was designed to be operationally self-sufficient, providing all aspects of the service from within the organisation, under the values of being Co-operative.

SELDOC is owned, managed and financed by its GP members and local location partners, who hold a share equivalent to £1. It has grown from a membership of 120 to 500 GP members, which represent about 90% of all GPs from the London Boroughs of Lambeth, Southwark and Lewisham. It serves approximately 1 million patients across the 3 boroughs.

The co-operative operates a 24-hour answering service and provides a duty doctor service between 6.30pm and 8.00am weekdays and 24-hours on weekends and bank holidays. Doctors discuss patients' problems over the phone – over 60% of calls conclude as telephone advice. Face to face consultations are also carried out at primary care centres at Dulwich Hospital and Lewisham Hospital. If patients are unable to travel, mobile doctors are sent to visit them in their home.

A limited company, SELDOC operates as a not-for-profit organisation and is proud to identify itself as a social enterprise because any surplus accumulated is put back into the co-operative to support new co-operative businesses. SELDOC currently employs over 68 non-clinical staff in a variety of roles including administration, call handlers, receptionist and drivers. There is an Executive Management team that ensures the smooth running of the organisation.

One of the key issues for SELDOC is to make the best use of the resources they have, in order to provide a comprehensive out of hours medical service to local residents. According to Dr Ashish Dwivedi, General Manager of SELDOC, the key to their success is the fact that the service is based on local GPs in local practices serving local people. It means that there is a much stronger sense of ownership than with GPs who do not operate in such a localised way. Also vitally important is the organisation's structure. The fact that the GPs are working in a co-operative means that they are both owner and worker – something that gives them a sense of pride and commitment to their job. As owner-workers, they are more involved and engaged and have direct control and influence over its actions.

SELDOC is planning to develop its service offerings further, which will benefit local people, as well as building on its innovation and entrepreneurialism, and responsiveness to local health needs.

For more information visit their website: www.seldoc.co.uk

// Other Models of Co-operation

Mutual Societies

Many organisations in the financial and insurance sectors are operated along principles of mutuality. That is, in order to raise funds from a membership or customer base for use in providing common services to these members. Mutuals exist, therefore, so that their members can benefit from the services they provide.

The more recognisable types of mutual include Building Societies, insurance mutuals and pension funds which all have the main aim of pooling individual resources in order to increase returns. One model of financial mutual, the Credit Union, is particularly pertinent in the Third Sector because of its community focus. A credit union is owned and controlled by its members who share a common bond. This can be: a geographical bond, where only residents of a particular area can join; an industrial or employment bond where only staff of a particular organisation can join; or an associational bond, for example through membership of a trade union. Members of a credit union save in a common fund so as well as being a good savings option, with successful credit unions paying an annual dividend of up to 8%, the money can also be used to make low interest loans to other credit union members.

Societies for the Benefit of the Community

Community Benefit Societies, or BenComms, are run and managed by their members but instead of profits being distributed to the members they are passed on to the wider community. The society for the benefit of the community model is commonly used by certain sectors of the voluntary and community sector, for example housing associations, community transport groups, football supporters' trusts, allotment societies, the Royal British Legion, Rugby Union clubs, and Women's Institute market societies.*4

In recent years a number of Leisure Trusts have been created to deliver leisure services on behalf of local authorities. Several of these, including the pioneering Greenwich Leisure Ltd, are BenComms because it is not just the specific users that benefit from the provision of this particular public service, but all sections of society.

Employee-owned businesses

Employee-owned businesses are simply businesses that are owned and controlled by the people who work in them. They range from small niche 'lifestyle' co-operatives, to large firms such as the John Lewis Partnership. Employee ownership has the potential to flourish in an increasingly knowledge-driven economy where employee participation is the key to tapping into workers' know-how and to building loyalty. Employee-owned businesses can benefit from the following characteristics:

- **Organisational efficiency** – employee ownership increases productivity particularly when combined with participation. Studies of employee ownership show that these firms are more productive, more profitable and grow faster than other firms*5
- **Personal development** – studies show that workers in employee-owned firms have higher job satisfaction; ownership enhances personal dignity, contributes to motivation and identification, and supports personal growth. Employees also receive a financial reward through profit sharing.
- **Social value** – employee ownership has been an effective tool both for job creation and for job retention through the buyout and rescue of firms. As such, employee ownership contributes to a community's economic development.

Employee Ownership can take several forms based on the type of ownership. The simplest form is a standard worker's co-operative in which each employee have an equal say in how the business is run and an equal share in the profits made. In a 'share plan' model the business structure is designed so that all employees have membership rights as well as the right to a share in the profits, but the extent of these may depend on factors such as the length of time they have been employed or the position they hold. The 'agency model' is used when members are self-employed but co-operate to provide work-related services, such as premises or shared admin functions. Several GP surgeries are set up in this way.

// Case Study – Calverts

Established in 1977, Calverts is a unique graphic design and print co-operative offering strong and persuasive graphics, publications, identities and campaigns, and supported by a commitment to co-operative, social, environmental and business ethics.

Calverts does more than make a profit. It is founded on the seven co-operative principles of voluntary and open membership, democratic control, member economic participation, autonomy and independence, education and training, co-operation with other co-operatives, and concern for community.

Thanks to their model of employee-ownership, Calverts are able to provide tried and tested business solutions with a 'co-operative advantage', offering direct democratic input from stakeholder groups. Co-operative businesses are managed by the people who benefit directly from their services and Calverts believe that this 'bottom up' philosophy means that they can often meet the needs of their customers more effectively than other business models.

Sales Director Arthur Stitt says: “Calverts’ innovative way of working maximises worker involvement. Our policies of collective decision making, equal pay and flexible working patterns all contribute to a healthy, productive, profitable business which, in turn, allows us to invest in talented individuals and the latest and best systems, processes and environmental technologies”

Aside from their enthusiastic commitment to democratic business practices, Calverts are also proud of their environmental credentials. They actively promote environmental efficiency and uses recycled papers and vegetable based inks. They are GreenMark accredited, signatories to the Lord Mayors Green Procurement code and members of the Forestry Stewardship Council which allows them to offer paper from sustainable sources.

Calverts works with a diverse of non-profit making organisations such as Social Enterprise London, Minority Rights Group International, Landmine Action and the National Institute for Mental Health. They also work with schools and colleges such as the British School of Osteopathy and most recently produced a distinctive full colour brochure for the Fashion Design department at the University of Westminster.

Calverts can be contacted on 0207 739 1474, info@calverts.coop or see www.calverts.coop for further information.

*1 Mutuality Owning the Solution: The Report of the Oxford Mutuality Task Force, Co-operative Futures, 2000

*2 http://www.co-op.co.uk/uploads/files/coop_ar05_backsection.pdf

*3 Co-operating in Care, United Kingdom Co-operative Council, 1998

*4 <http://www.cooperatives-uk.coop/live/welcome.asp?id=345>

*5 Heller F, Pusic E, Strauss G and Wilpert B, Organizational Participation, Myth and Reality, Oxford University Press 1998, page 34

// 2 Social Firms

A social firm is a business set up specifically to create employment for people with a disability. They place particular emphasis on the fact that the majority of turnover should come from the sale of products and services, so that they can be distinguished from projects which have an enterprise element, but whose core purpose is care, rehabilitation or training. Social Firms tend to set up in new sectors for example ICT and Tourism instead of those in which disabled people are traditionally employed, such as assembly or furniture making.

Social Firms UK, the agency that supports this form of social enterprise, suggests three core values that all social firms subscribe to within their businesses – Enterprise, Employment and Empowerment. Their website sets out the following criteria based on these core values*6:

Enterprise – Social Firms are businesses that combine a market orientation and a social mission ('businesses that support' rather than 'projects that trade'):

- At least 50% of the firm's turnover is earned through sales of goods and/or services.
- The firm has an appropriate legal status. It must not be governed or driven by individual profit (except for worker co-operatives). Remote shareholders must not extract unreasonable profit.
- The firm is trading and follows business processes, such as having a business plan in place.
- The firm has a constitution or written guiding principles that reflect its employment objective regarding disabled people.
- The firm has a management structure that supports trading as the firm's primary purpose.

Employment – Social Firms are supportive workplaces where the working environment is one that provides all employees with support, opportunity and meaningful work:

- More than 25% of employees are disabled people (Please note that used here 'disabled' includes those who are disadvantaged by mental health problems).
- All employees have a contract of employment and market wage at or above national minimum wage.
- An equal approach is taken to the type of employment contracts used (permanent, fixed term, temporary) between disabled and non-disabled staff.
- The firm operates processes to engage employees in their own and the organisation's development.
- The firm has procedures and policies in place in respect of Equal Opportunities and Health and Safety.
- The firm is compliant with relevant employers legislation e.g. Disability Discrimination Act and National Minimum Wage.
- All employees have the opportunity to progress either within the Social Firm or into alternative employment as appropriate.
- The firm is acknowledged as a good employer by employees and stakeholders.
- The firm is acknowledged as a good employer through an external accreditation process.

Empowerment – Social Firms are committed to the social and economic integration of disabled people through employment. A key means to this end is economic empowerment through the payment of market wages to all employees:

- Reasonable adjustments are made for employees relevant to their needs.
- Staff development is a priority for the firm to maximise each employee's ability and potential.
- There are processes in place for managing stress. Staff are encouraged to have control over their working environment.
- The firm demonstrates a commitment to maintaining staff confidentiality. There is a procedure in place that demonstrates when staff have agreed what information can be shared.
- Volunteers have agreements that reflect good practice in volunteering.
- The firm provides Disability Equality and Awareness training to all staff as appropriate (e.g. mental health awareness).
- The firm has an added emphasis on training for disabled staff. Training reinforces and builds on learning and takes account of developing social skills as appropriate.
- The firm's organisational structure is enabling and encourages staff to participate in business decisions as appropriate.
- Trainees, work experience candidates and volunteers have different programmes and responsibilities to those of employees. Training should be time-limited and should lead to an award once competences are achieved.

A recent study by Social Firms UK found there to be 49 fully fledged social firms and 70 that partially complied with the definitional criteria, recognised as emerging social firms. In 1997 there were just 6 known social firms. Together, the social firm sector generated 1550 jobs in 2005, with 55% of these held by disabled people. Additionally there were over 1,100 trainees many of whom will find permanent employment in the sector.

The study also looked at the types of disability that employees of social firms in the UK have. They included mental health problems, learning disabilities, physical disabilities or sensory loss and behavioural difficulties & special needs. Overall, the study found that people with mental health problems form the largest disability employment group*7.

// Case Study – Café Nova Interchange

Café Nova Interchange (CNI) is a catering firm and coffee shop located at the interchange between the Thameslink railway station and the underground at the Elephant & Castle Shopping Centre. It began in 1997 as a sandwich round provider known as LAM Catering, but was gradually built up to provide food for functions such as weddings and meetings.

CNI is a company limited by guarantee, with a turnover in 2004 of over £150,000. CNI's aim is to develop and employ people who are socially excluded or disadvantaged in the labour market, yet all of its income comes from commercial activities. Despite the stiff competition of local supermarkets, CNI has managed to break even for the past three years. Manager, Amelia Suarez says "They are all selling sandwiches and since we cannot compete with that, we have to bring something else. The product line has changed three times since 2001 and we now sell Turkish pies which is something that no-one else has - we are unique to Elephant & Castle."

CNI currently employs six people, two of whom have disabilities. "The most satisfying thing here" says Amelia, "is seeing people who were in day centres now being able to earn their living the same as any other able person. They have adapted extremely well." Amelia regrets not providing more training places for people with disabilities but knows that tough business decisions must be made to achieve financial self-sufficiency: "If one wants to be successful, one cannot have unrealistic numbers of staff."

Several companies are now exploring the possibility of becoming a CNI franchise. Says Amelia: "If we have managed to make a success without funding, I don't see why others can't. But there is no need to re-invent the wheel as we can help with our expertise. If they want a coffee machine, I know where to get it!"

(Source: <http://www.socialfirms.co.uk/index.php/Section79.html>)

*6 <http://www.socialfirms.co.uk/index.php/Section2.html>

*7 The Social Firm Sector 2005 Mapping Analysis

// 3 Development Trusts

The prevailing thinking on economic regeneration and development in the UK places a great deal of emphasis on community participation and self-help. As a result community-based regeneration organisations, known as Development Trusts, have a growing and important presence in many communities.

There are over 500 development trusts in the UK that are active in many different regions, both rural and urban, from coastal towns to former coalfields, on inner city housing estates and in remote country villages. Their activities are as varied as their location, however they all share a set of criteria that distinguishes them as a popular form of social enterprise.

Development trusts are defined as organisations which are:

- engaged in the economic, environmental and social regeneration of a defined area or community
- independent and aiming for self-sufficiency
- not for private profit
- community-based and owned
- actively involved in partnerships between the community, voluntary, private and public sectors

Structurally, development trusts operate as umbrella organisations under which different activities take place that may sometimes be incorporated as subsidiaries. Their boards include representatives of key stakeholders, which can include local community representatives, local business people, and representatives of community organisations.

Many, but not all, development trusts are centred around the management of workspace because this provides not only a premises under which members or partner organisations can come together, but often also a form of income for the development trust. Within this structure a development trust may run a variety of initiatives for example providing sport and recreation facilities, running childcare centres, carrying out environmental improvements, preserving and refurbishing local buildings, running training programmes, supporting small businesses and setting up distinct community enterprises.

// Success factors

Stephen Thake, in his research for the Rowntree Foundation, found nine common characteristics of sustainable neighbourhood regeneration organisations:

Permanence – Development trusts are designed to be permanent community institutions. They seek to establish an independent asset base and trading position. The revenue thus generated will support a core operation that seeks out and develops new initiatives.

Financial Independence – Development trusts seek over time to become financially self-sufficient. They adopt strategies to build up a revenue-earning asset base either through the development of projects or the transfer of assets. Frequently, a development trust's first project will involve the renovation of building, which is then used for managed workspace and community projects. This establishes a revenue base early on.

Multi-functional – Development trusts tend to be eclectic and innovative, building portfolios of initiatives which serve their local community. As the multi-functional organisation grows, each new project needs to be well focused with clear objectives.

Engaging the wider economy – Development trusts are locally based and aim to benefit specific neighbourhoods. However in addition to activities focused on their core neighbours, the strongest trusts also seek to build linkages with the wider economy. Those that “adopt an agenda that extends beyond the boundaries offer the greatest potential for creating long-term sustainability and making a significant economic impact upon their core neighbourhoods.”*8

Enabling – Development trusts seek to support a diverse range of activities. This can prove difficult if the trust seeks to centralise the management of all projects. As a result, as a trust grows, it tends to either:

- Set-up self-managing agencies operating within the trust's structures; or
- Provide physical and organisational infrastructure for free-standing projects.

Entrepreneurial – Development trusts tend to grow incrementally as a response to local need, with the initial project being only a starting point for ongoing development. They tend to be pioneering and innovative.

Partnership-forming – Regeneration requires marshalling many responses and building linkages with many agencies. Development trusts give the community a vehicle to use in forming partnerships with other organisations, government and business. Many development trusts are themselves partnerships of local community groups.

Committee control – An essential element of any development trust is a governing body that understands and has the competence to carry out its responsibilities.

Accountability to stakeholders – Community involvement in management and decision-making is a critical part of any development trust. While the formal arrangements for community involvement vary, development trusts are community-led organisations, with community representatives involved at all levels of the organisation. Thus central to the organisation's success is capacity building – the training and development of local people.

Guidelines for partnership*9

1. Clarify your own aims and objectives in forming a partnership. What are you trying to achieve, and how will you explain that?
2. Identify the stakeholders - the key interests who can help or hinder the project or programme - and put yourself in their shoes. Who holds the power?
3. Consider whom you really need as partners, and who would really want to be a partner. Some stakeholders may simply want to be consulted.
4. Before approaching potential partners, make sure you have support and agreement within your own organisation about working with others.
5. Make informal contact with partners to find out about their attitudes and interests before putting formal proposals.
6. Communicate with your partners in language they will understand, focusing on what they may want to achieve.
7. Plan the partnership process over time. For example, a new organisation may well take a year to set up.
8. Use a range of methods to involve people - workshop sessions as well as formal meetings. Be sociable.
9. Encourage ideas from your partners. Ownership leads to commitment
10. Be open and honest.

// Case Study – Bromley-By-Bow Centre

The Bromley-By-Bow Centre has been contributing to local community regeneration in the East End of London since 1984. Having developed an innovative model on the basis of mutual benefit, the centre works in partnership with individuals, primary care teams and the public and private sectors to offer over 100 activities each week to its users.

The centre offers an impressive range of learning programmes including ESOL and higher education diplomas. It has a modern restaurant/café serving delicious home cooked food that can also provide outside catering services, a community day nursery, a health centre that provides both standard and complimentary healthcare, and a toy library. One of the most impressive aspects of the centre is its Enterprise Hub, which currently incubates 6 social businesses including a furniture design service and a health and beauty salon. The centre's commitment to social enterprise is reflected in the enthusiasm that entrepreneurs in the hub receive, as well as the practical support and advice available to them.

Bromley By Bow's mission to generate change and build communities has resulted in the development of a set of key values. These are:

- **Integration:** because innovation springs from the connections between people
- **Excellence:** to begin work with expectations of success, to challenge low self esteem and to raise aspirations
- **Partnership:** to build partnerships on the basis of 'mutual benefit'

For more information visit www.bbbs.org.uk

*8 (Thake, S. 'Staying the Course: The Roles and Structures of Community Regeneration Organisations' Joseph Rowntree Foundation 1995)

*9 'The Guide to Development Trusts and Partnerships', DTA 1998)

// 4 Intermediate Labour Market Organisations

Intermediate Labour Market Organisations provide temporary, training based employment for long-term unemployed people, often in disadvantaged communities. The idea is to significantly increase the level of employment and to offer a stepping-stone to obtaining permanent employment. The heart of an ILM company is the provision of paid work together with high quality training, personal development and active job seeking.

A study, carried out in 2000, found there to be 5,300 ILM places (jobs) in 65 operating programmes, involving around 9,000 people per year. In many programmes at least two-thirds of participants move into permanent employment on leaving the ILM*10.

ILM projects hire participants for periods of six months to a year and provide those individuals with work experience. ILM companies provide employment in two ways - either by creating work placements in existing organisations, or by setting up and operating a social enterprise which runs a business and employs the ILM workers.

ILM companies are complex endeavours. Success depends on skills in three areas:

Human resource development – Key elements of a successful position in an ILMO include:

- A normal job, advertised and recruited competitively, with a contract
- Assessment and guidance before, during and after the period spent at the ILM
- Core skills training as well as study towards formal qualifications
- Help with job searching to ensure a smooth transition to the mainstream labour market
- Personal development – time and funds allocated to each individual for non-vocational learning in an area of their choosing
- A weekly wage and childcare support
- Quality work that is worth doing.

Business management – The essential feature of ILM companies is giving people real work experience. They must also run a successful business that provides real services and projects. ILM schemes that are set up as social enterprises often depend on sales or service contracts that provide over 80% of their income.

Partnership development – ILM schemes often involve partnership arrangements with training organisations, government agencies and other businesses. Most tap into a cocktail of external training funds and job creation programmes. As such, success requires robust administration and skilled negotiators.

// Case Study – Streetshine

Streetshine is a pioneering social enterprise that gives people who have experienced homelessness, suffered disadvantage in the job market and are in the process of rebuilding their lives the chance to earn a regular income by operating a shoeshine service within offices in the City of London.

The brain child of property developer cum social entrepreneur Nick Grant, Streetshine was conceived after Nick saw the popularity of shoe shine in the USA and wondered if providing the service to the banks and businesses in London's square mile could act as a step-up for the capital's homeless population. He approached the homeless charity Thames Reach Bondway for assistance who agreed to help set up Streetshine as a subsidiary, offering investment and support and who own a 51% stake in the social enterprise.

Fast-forward a couple of years and Streetshine has developed a business operating in 23 city corporations, including Ernst & Young and Deutsche Bank. Chief Executive Simon Fenton-Jones believes that ongoing success means finding more venues, fostering regular client relationships and consistently providing a quality service. "People these days have more cash to spend on services and whilst they are still concerned about value for money, they are becoming increasingly aware that their money can have more of an impact. Streetshine believes that by being, above all, a quality business, it is able to make a sustainable difference to the lives of the homeless".

Trainee shoe-shiners are recruited through homeless organisations like Thames Reach Bondway, St Mungo's and The Big Issue. After a month's training in shoe repair and specialist leather care, as well as instruction in customer service and team building, trainees have the skills and confidence to drum up trade in one of the 30 client companies in London, including KPMG and Deutsche Bank. Selling their services at £3.75 a go, the shoe-shiners receive an income of £175 per week which can almost double when taking into account bonuses and tips. They also have the opportunity to work part or full time and can even start their own franchises.

For more details visit www.streetshine.com

*10 Bob Marshall and Richard Macfarlane, *The Intermediate Labour Market: A Tool for Tackling Long-term Unemployment*, Joseph Rowntree Foundation, September 2000

// 5 Social and Ethical Businesses

In the past, social and ethical businesses have tended to be set up and owned by a charity or NGO as a way of raising money to supplement grants and donations. However, in recent years a growing number of them have been set up by individuals or groups of social entrepreneurs whose personal ethics have led them to use their business expertise to do something positive for their community or society in general.

This form of business includes some of the most innovative and high profile social enterprises around today including Café Direct, The Big Issue, Fifteen, The Day Chocolate Company and Belu water. These companies were set up with the express intention of directly competing in the private sector whilst delivering social returns and all have experienced considerable success. They represent a particularly dynamic breed of business with very clear mission statements and much stronger links to the private sector than to the voluntary and community sectors.

Having said that, many social and ethical businesses develop as a consequence of voluntary organisations seeking charitable status. Because registered charities benefit from a number of financial advantages, for example tax exemption, they are subject to restrictions on how they can raise their money which do not allow them to sell goods and service that aren't directly related to their principle charitable objective. To avoid these restrictions charities set up trading arms as separately incorporated companies who then use their income to further the parent charity's mission. Examples of this include:

- NGOs in international development have developed fair trade companies to assist producers in the south. Cafédirect (see case study) is a joint venture of Oxfam, Traidcraft, Twin Trading and Equal Exchange Trading.
- Many charities operate fundraising business ventures the profit from which goes to supporting the parent organisation. These include restaurants and shops in museums and retail charity shops.
- In some case special independent trusts are set up. The Furniture Resource Centre in Liverpool evolved from a new charitable trust. The trust runs some activities, but has also set up trading subsidiaries, and entered into joint venture-type projects. The Big Issue is a company that has an associated charitable trust – The Big Issue Foundation – which carries out some of the non-business functions.
- To the extent that the voluntary sector is providing contracted public services, these activities may benefit from conversion into enterprises.

// Fair Trade

Possibly the most recognisable of the social and ethical businesses are those operating under the Fair Trade banner. Fair trade companies aim to support third world commodity producers and small-scale manufacturers by purchasing their products at a guaranteed price and for a guaranteed length of time. They also pay a social premium on top of the guaranteed price so that money can be spent on development to improve the lives of the producer communities.

The range of organisational models that operate under Fair Trade ideals is as diverse as in other types of social enterprise. Many food manufacturers sell products that have been made using Fair Trade ingredients, bought from specialist importers. These items usually, but not always, carry the Fair Trade mark that ensures that the strict regulations concerning working conditions, price guarantees and payment of social premiums to producers are met. Several supermarkets also now sell their own Fair Trade brands, including Marks and Spencer who now sell only fair trade coffee.

Some companies directly import manufactured goods, such as textiles and crafts from third world countries in order to sell them to Western consumers in shops or on-line and pass on the profits to the producer communities. Others form lasting partnerships, often incorporating some form of ownership, with collectives of small-scale farmers, or large plantations that ensure the regular sale of produce for processing into the end product in the destination country. These Alternative Trading Organisations (ATOs), such as Café Direct and The Day Chocolate Company, are the pioneers of Fair Trade and are pushing the boundaries of social enterprise as a tool for economic development.

// Case Study – Cafédirect

Cafédirect is a fair trade company. It works in partnership with small scale and marginalised coffee and tea producers to help them strengthen their market presence, add security and increase their income.

The Cafédirect idea was born in the hills of Mexico during passionate discussions between coffee growers and alternative trade pioneers, following the dramatic collapse of world coffee prices in 1989. Back in the UK, the concept was further developed together with the four shareholding partners; Oxfam Trading, Equal Exchange Trading, Traidcraft and Twin Trading. Three containers of coffee were bought from Mexico, Costa Rica and Peru. The beans were processed, packaging was designed, and the fresh roast coffee was then sold through church halls, community events and other alternative outlets. As awareness and sales grew, mainly driven by consumer supporters and campaigners, Cafédirect also became available in mainstream outlets and is now on sale in nearly every supermarket in the country.

Launched in 1991, the company – and its brands Cafédirect, Teadirect and Cocodirect – has gone from strength to strength, leading fair trade into mainstream markets and raising consumer awareness of ethical issues in global trade. Cafédirect has grown strongly since its launch, continually building consumer awareness, expanding distribution and increasing sales. The brand now has about 4% of the UK fresh coffee market and about 2% of the freeze-dried instant coffee market. It is widely available not only in large and small shops, but also in cafes, restaurants and vending machines up and down the country.

In 2004 Cafédirect became a public limited company after issuing a £5m share offer, further pushing the social enterprise envelope and proving that socially motivated businesses can exhibit a range of ownership models. In March 2006 the 4582 shareholders who, along with the founders and producer partners, jointly own the company, were paid their first dividend.

For more details visit www.cafedirect.co.uk

// 6 Into the Future

Social enterprises are a special type of business, but just like any business they need to be well managed. On the practical level they share many problems and factors for success with business in general. But there is more to them than that. Their distinctiveness comes from the reasons they are set up, the needs they meet, and the principles by which they work. These give social enterprises core values that most traditional businesses lack.

Social enterprises are mission driven, and are often established in reaction to a social or economic problem such as the closure of a factory, social exclusion, the decline or absence of an important service, or the lack of employment opportunities. Some social enterprise leaders may have a wider perspective, but community members support social enterprises to meet a real need.

With the growth of the social enterprise sector comes the need for increased development support. The successful development of social enterprises requires an understanding of how they differ from traditional small firms as well as their similarities. It also requires an understanding of social entrepreneurs and team enterprises, which are built by tapping members' skills and loyalty. In addition, social enterprises often reach out and include people bypassed by traditional business support programmes. Understanding the needs of these individuals is crucial in many social enterprises.

Social enterprises are values-led organisations. The values and how they are understood will vary between social enterprises. In its statement of identity, the co-operative movement sets out its common values as follows, "self-help, self-responsibility, democracy, equality, equity and solidarity. In the tradition of their founders, co-operative members believe in the ethical values of honesty, openness, social responsibility and caring for others."¹¹ Other social enterprises speak of values related to social justice, fair trade, concern for the environment, social inclusion, gender and community.

In common with other organisations, a social enterprise's values and assumptions shape the organisation's culture, which ultimately is a key determinant in the enterprise's success or failure. Shared beliefs, assumptions and values function as the glue that holds any organisation together. They are the major sources of an organisation's sense of identity, and the major way of defining its distinctive competence. An effective culture is the organisation's primary asset.¹²

Social enterprises are more likely to articulate and debate their values than other types of businesses. Social enterprises are also more likely to be accountable for incorporating their values into their practice. When a social enterprise stops being concerned about its values, it goes into decline.

For example many social enterprises value participation. Members of the community will have expectations of participation. To succeed, these social enterprises must build an understanding of what participation is and what it is not. They create an ownership culture based on crafting a vision of participation and teaching the skills of participation. They need managers with the ability to build and manage a participatory culture. The means of participation will change and evolve with the organisation's growth, and indeed must be allowed to change with time.

There is much in contemporary research on management theory and practice that emphasises the value of participation. Ideas related to stakeholder consultation, employee involvement, team-building etc can be found throughout modern business literature. However, in the private sector, these are seen as tools, which are used at the discretion of management, and sometimes used very effectively.

Social enterprises incorporate participation not only into the management systems but also into the ownership structure and culture. When values are rooted in the ownership structure, their impact is greater. They can be an organisation's greatest asset, building community support for the organisation, as well as customer and employee loyalty. They can also be a liability, when the explicit value statements raise false expectations and utopian visions.

In any social enterprise, its values become a driving force. Thus among the greatest challenges when starting a social enterprise is how to foster and integrate values into the new organisation. This will require not only a dedication from the social entrepreneurs to ensure that messages are hard-wired into the operation, but also a shift in mind-set by those who will encounter and do business with these enterprises during their operational life-span. Only by fostering the growth and proliferation of social enterprises and showing that they have everything they need to compete in the market place and more, will this be achieved.

*11 See ICA Statement on the Co-operative Identity
(<http://www.ica.coop/activities/un/2001-ica-position-paper-iloec.pdf>).
This statement, adopted by the International Co-operative Alliance in 1995,
is an update of the Rochdale Principles.

*12 Edgar Schein, The Corporate Culture Survival Guide, Jossey Bass

// Appendix A

// Glossary

Common bond – Credit unions all have a common bond, which determine who is able to join them. There are three main types of common bond:

- a) Community or Residential – anyone who lives within its boundary;
- b) Employment or Industrial – all employees in a company or group of companies;
- c) Associational – membership of a trade union, trade association or other group.

Company limited by guarantee – a company in which instead of buying shares, each member signs a guarantee to provide a pre-determined amount if needed when the firm is wound-up, which may be as low as £1. Charities, development trusts, social firms and community businesses frequently use this form of incorporation.

Co-operative – an autonomous association of persons united voluntarily to meet their common economic, social, and cultural needs and aspirations through a jointly-owned and democratically-controlled enterprise.

Corporate social responsibility – a wide-ranging agenda that involves businesses looking at how to improve their social, environmental and local economic impact, and their influence on society, social cohesion, human rights and fair trade. CSR is an issue both for large multinationals and for small, locally based businesses.

Credit union – a financial co-operative, which is owned and controlled by its members. As well as being a good savings option, with successful credit unions paying an annual dividend of up to 8%, the money saved can be used to make low interest loans to other credit union members. Only people who come within the common bond of the credit union can join it and make use of its services. The credit union is directed and controlled by a volunteer board of directors.

Development trusts – are defined as organisations, which are:

- engaged in the economic, environmental & social regeneration of a defined area or community
- independent and aiming for self-sufficiency
- not for private profit
- community-based and owned
- actively involved in partnerships between the community, voluntary, private and public sectors

Fair trade – is an alternative approach to conventional international trade. It is a trading partnership, which aims at sustainable development for excluded and disadvantaged producers. It seeks to do this by providing better trading conditions, by awareness raising and by campaigning. Examples include Cafédirect and Divine Chocolate. Many of the companies are structured as social enterprises.

Industrial & provident society – is a body incorporated under the Industrial and Provident Societies Acts, including most co-operatives, quasi-charitable societies for the benefit of the community and some development trusts.

Intermediate labour market projects – provide training and work experience within the supportive structure of a community business. The work experience, often a year in length, provides a stepping stone to employment.

Managed work space – buildings, frequently converted factories or warehouses in deprived areas, that provide accommodation for start-up and existing businesses. In addition to leased space, new businesses also have access to training and advice. The rents constitute an important income stream to community regeneration organisations such as development trusts.

Mutuals – take many forms: credit unions, co-operatives, building societies, employee-owned businesses. They are organised by their members, who band together with the common purpose of providing a shared service from which they all benefit.

Mutualisation – refers to the increased use of mutual organisations to provide services under contract to local authorities, either new services or existing services transferred to new mutual structures.

Non-profit or 'not-for-profit' – terms commonly used to describe organisations which do not distribute profits, although they seek to make an operating surplus.

Social business – Term sometimes used by social enterprises where there is a small core of members who act in a similar way to trustees. These social businesses often focus on providing an income or employment opportunity for disadvantaged groups, or providing a service to the community.

Social capital – by analogy with notions of physical capital and human capital – tools and training that enhance individual productivity – "social capital" refers to features of social organisation, such as networks, norms, and trust, that facilitate co-ordination and co-operation for mutual benefit. Social capital enhances the benefits of investment in physical and human capital.

Social economy – is seen as existing between the private, market sector on the one hand and the public sector on the other and is separate from both. It includes not only social enterprises but also voluntary organisations, foundations, trade unions, religious bodies and housing associations.

Social entrepreneurs – an entrepreneur has imagination to identify new opportunities and determination to bring them to fruition. A social entrepreneur does so for public good rather than private profit.

Social exclusion – is a shorthand term for what can happen when people or areas suffer from a combination of linked problems such as unemployment, poor skills, low incomes, inadequate housing, high crime, bad health and family breakdown.

Social firm – is a small business created to provide integrated employment and training to people with a disability or other disadvantage in the labour market. It is a business, which uses the market-oriented production of goods and services to pursue its social mission. A significant number of its employees will be people with a disability or other disadvantage in the labour market. Every worker is paid a market wage or salary appropriate to the job, whatever his/her productive capacity. Work opportunities are equal between disadvantaged and non-disadvantaged employees. All employees have the same employment rights and obligations.

Surplus – the profit in many social enterprises is referred to as surplus, to reflect their 'not-for-profit' status.

// Appendix B

// Resources

Association of British Credit Unions (ABCUL)

Holyoake House
Hanover Street
MANCHESTER M60 0AS
T: 0161 832 3694
F: 0161 832 3706
E: info@abc.ul.org
W: www.abc.ul.org

Community Action Network

The Mezzanine
1 London Bridge
LONDON SE1 9BG
T: 0845 456 2537
F: 0845 456 2538
E: canhq@can-online.org.uk
Web: www.can-online.org.uk

Co-operatives UK

Holyoake House
Hanover Street
MANCHESTER M60 0AS
T: 0161 246 2900
F: 0161 831 7684
E: www.cooperatives-uk.coop

Confederation of Co-operative Housing

Fairgate House
205 Kings Road
Tyseley
BIRMINGHAM B11 2AA
T: 0121 449 9588
W: www.cch.coop
E: info@cch.coop

Development Trust Association

33 Corsham Street
LONDON N1 6DR
Tel: 0845 458 8336
Fax: 0845 458 8337
Email: info@dta.org.uk
Web: www.dta.org.uk

Employee Ownership Options

www.employee-ownership.org.uk

Co-operative and Community Finance

Brunswick Court
Brunswick Square
BRISTOL BS2 8PE
T: 01179 166750
F: 01179 166751
E: info@co-opandcommunityfinance.coop
W: www.icof.co.uk

Institute for Public Policy Research (IPPR)

30-32 Southampton Street
LONDON WC2E 7RA
T: 020 7470 6100
F: 020 7470 6111
W: www.ippr.org.uk
E: info@ippr.org.uk

International Co-operative Alliance (ICA)

15 Route des Morillons
CH-1218 GRAND-SACONNEX
Switzerland
T: +41 22 929 8888
F: +41 22 798 4122
E: ica@coop.org
W: www.coop.org

Job Ownership

2nd Floor
Downstream Building
1 London Bridge
LONDON SE1 9BG
T: 020 7022 1960
F: 020 7785 3914
E: info@jol.org.uk
W: www.jobownership.co.uk

Local Investment Fund

7th Floor Ibex House
42-47 Minories
LONDON EC3N 1DY
T: 020 7680 1028
F: 020 7488 9231
E: information@lif.org.uk
W: www.lif.org.uk

New Economics Foundation (NEF)

3 Jonathan Street
LONDON SE11 5NH
T: 020 7820 6300
E: info@neweconomics.org
W: www.neweconomics.org

School for Social Entrepreneurs

18 Victoria Park Square
Bethnal Green
LONDON E2 9PF
T: 020 8981 0300
F: 020 8983 4655
W: www.sse.org.uk

Social Enterprise Coalition

Southbank House
Black Prince Road
LONDON SE1 7SJ
T: 020 7793 2323
E: officemanager@socialenterprise.org.uk

Social Enterprise London

3rd Floor
Downstream Building
1 London Bridge
LONDON SE1 9BG
T: 020 7022 1920
F: 020 7022 1921
E: info@sel.org.uk
W: www.sel.org.uk

Social Firms UK

1st Floor Furness House
53 Brighton Road
Redhill
Surrey RH1 6PZ
Tel: 01737 764021
Fax: 01737 766699
E-mail: info@socialfirms.co.uk
Web: www.socialfirms.co.uk

// Members of London Social Enterprise Network

2amase

19 Helford Way
Upminster
Havering
London RM14 1RJ
T: 0871 218 0246
W: www.2amase.org.uk

A Way Forward

117 Chestnut Avenue
Forest Gate
London E7 0JF

Agenda: Construction Skills for Women

12-14 Malton Road
Kensington & Chelsea
London W10 5UP
T: 07971 928023

Agents for Change

128 Oglander Road
London SE15 4DB
T: 020 7207 9717
www.agents-for-change.com

Albanian Youth Action

3rd Floor
Cranmer House
39 Brixton Road
Lambeth
London SW9 6DD
T: 020 8674 0800
www.albanianyouthaction.org.uk

Angel International

24 Clarepoint
Clairemont Road
Barnet
London NW2 1TT

Angel Products

9 Dukes Avenue
London N10 2PS
T: 020 8444 3331
www.angelproductions.co.uk

Annoited Publications

276 Dersingham Avenue
London E12 6HW
T: 079 4402 9153

Antersite Ltd

37d Princelet Street
Tower Hamlets
London E1 5LP

APASENTH

192-196 Hanbury Street
Tower Hamlets
London E1 5HU
T: 020 7375 0554

Atyeo Cork Linklater

41 Red Post Hill
Southwark
London SE24 9JJ
T: 020 7738 4764

Audiences London

Unit 4
The Leathermarket
Weston Street
London SE1

AVE (Partners) Ltd

PO Box 202
High Wycombe
Buckinghamshire HP14 4BJ
T: 014 9456 5096
www.avepartners.co.uk

Balance for Life

206 Riverside Mansions
Milk Yard
Wapping
London E1W 3TB

BANG Edutainment

26 Westbourne Studios
242 Acklam Road
London W10 5JJ
T: 0207 575 3153

BIGInvest

4-14 Tabernacle Street
London EC2A 4LU
T: 020 7074 0063
www.biginvest.com

Bird's Eye View

Unit 310A
Aberdeen Centre
22-24 Highbury Grove
Islington
London N5 2EA
T: 020 7288 7444
www.birds-eye-view.co.uk

Black Media Institute

43 Linslade House
Whiston Road
Hackney
T: 020 7739 1622

Blue Ventures Renewables

52 Avenue Road
Haringey
London
T: 07736 846 711
www.bluerenewables.com

Borough Market

8 Southwark Street
Southwark
London SE1 1TL
T: 020 7407 1002

Breakthrough Centre Limited

29 Adine Road
Newham
London E13 8LL
T: 020 7473 5544

Brent Homeless User Group

Unit 3
2 Wrentham Avenue
Brent
London NW3 3HA
T: 020 8969 8336
www.brenthomeless.com

Bridging Arts

26 Ellington Road
London W12 9PR
T: 020 8749 9012

Brixton Online Ltd

Unit 70
Eurolink Business Extra
49 Effra Road
London SW2 1BZ
T: 020 7274 2888
W: www.bol.org.uk

Business Extra Ltd

175a Walworth Road
London SE17 1RW
T: 020 7701 0011
W: www.bizextra.biz

CAN Health & Sport

1 London Bridge
Southwark
London SE1 9BG
T: 07802 341 383
W: www.can-online.org.uk

Capacity

69 Waldegrave Road
Teddington
London TW11 8LA
T: 020 8943 4273
W: www.capacity.uk.net

Carpet Cleaning Care

The Effra Centre
65 Effra Road
London SW2 1BZ
T: 020 7926 2285
W: www.c-c-c.uk.com

Catch 22 Magazine

49 Westerham Road
Waltham Forest
London E10 7AE
T: 07932 982529

CDS Co-operatives

3 Marshalsea Road
London SE1 1EP
T: 020 735 5711
W: www.cds.coop

Centre for Public Innovation

4 Hillgate Place
London SW12 9ER
T: 020 8675 5777
W: www.publicinnovation.org.uk

Change

1 London Bridge
London SE1 9BG
T: 020 7785 6264

Children's Links

Holland House
Horncastle College
Mareham Road
Horncastle LN9 6BW
T: 01507 528300
W: www.childrenslinks.org.uk

CIP Group

Chiswick Town Hall
Healthfield Terrace
London W4 4JN
T: 020 8583 4728
W: www.cip.org.uk

City & Hackney ELIC

C/o Corporate Services
St Leonards
Nuttal Street
Islington
London N1 5LZ
T: 020 7683 4604

Communities in Focus

80 Cromer Street
Camden
London WC1H 8DR
T: 020 7209 1438

Community Action Network

3rd Floor
Downstream Building
1 London Bridge
SE1 9BG
T: 0845 456 2537
W: www.can-online.org.uk

Community Business Enfield

C/o Enfield Enterprise Agency
Enfield Business Centre
201 Hertford Road
London EN3 5JH

Community Cleaning Services Ltd

Beyond the Barn
Bromley by Bow Centre
St Leonards Street
Tower Hamlets
London E3 3BT

Community Enterprise Limited

Inspire Business Centre
Oatridge College
Ecclesmachan EH52 6NH
T: 01506 862227
W: www.communityenterprise.co.uk

Community Exchange

266 Bellhouse Road
Sheffield S5 6HT
T: 07901 620470

Community Views

15-20 Bruges Place
Baynes Street
Camden
London
T: 020 7428 5999
W: www.sjh.org.uk

Connection Crew

12 Adelaide Street
London WC2N 4HW
T: 020 7766 5553
W: www.connectionscrew.org.uk

Consulting4London

Unit 81
Eurolink Business Centre
49 Effra Road
Lambeth
London SW2 1BZ
T: 020 7737 3251
W: www.consulting4london.com

Continuous Entertainment Ltd

9 Gunnery Terrace
Royal Arsenal
London SE18 6SW
T: 0208 301 8668
W: www.thelabonline.com

Co-operative Assistance Network Ltd

1 Brinswick Place
Southampton SO15 2AN
023 8071 0622
W: www.can.coop

Crucialsteps

Aaban House
806a High Road
Tottenham
London N17 0DH
T: 020 8887 6521

Cycle Training UK Ltd

83 Lambeth Walk
London SE11 6DX
T: 020 7582 3535
W: www.cycletraining.co.uk

Deptford Green Extended School

New Cross
London SE14 6LQ
T: 020 8305 8519

DMJ Associates

99 Chestnut Rise
Plumstead
London SE18 1RJ
T: 020 8488 2200

Dovetail Childcare Solutions

Albany Theatre
Douglas Way
London SE8 4AG
T: 0783 779 7992

East London Food Access

Unit 7
The Print House
18 Ashwin Street
London E8 3DL
T: 020 7254 1829

Eco-Actif Services CIC

3rd Floor
Sutton Centre
1 Carshalton Road
Sutton
London SM1 4LE
W: www.eco-actif-services.co.uk

EcoLocal Ltd

C/o The Old School
Mill Lane
Carshalton
London SM5 2JY
T: 020 8770 6611

Effective Learning Environments

8A Ayres Street
Southwark
London SE1 1ES
T: 020 7378 8998

Empower Inc

2nd Floor
Downstream Building
1 London Bridge
London SE1 9BG
T: 084 5458 1846

Enfield Arts Partnership

The ArtsZone
54-56 Market Square
Edmonton
London N9 0TZ
T: 020 887 9500
W: www.enfieldartspartnership.org

Enterprise Credit Union

3 George Mews
Enfield
Middlesex EN2 6JL
T: 020 8366 8244
W: www.enterprisecreditunion.org.uk

Enterprise Enfield

Enfield Business Centre
201 Hertford Road
Enfield
London EN3 5JH
T: 020 8443 5457

Escape

10 Juniper House
Pomeroy Street
Southwark
London SE14 5BY
T: 020 7787 5078

Ethical Edibles

5 Torrens Street
Islington
London EC1V 1QN
T: 020 7841 8944
W: www.ethicaledibles.co.uk

Expert Patients Programme

London North Central
Room 301
Hamilton House
Mabledon Place
London WC1H 9BB
T: 020 7953 0552
W: www.expertpatients.nhs.uk

Face Forward

19-21 Community House
Eastern Road
Havering
London RM1 3NH
T: 017 0876 7176

Farafigna

146 Boleyn Road
London N16 8BQ
T: 07931 427226
W: www.farafigna.co.uk

Fellows' Associates

90 Long Acre
Covent Garden
London WC2E 9RZ
T: 020 7092 1808

Flexcutive

179 Tottenham Court Road
London W1T &NZ
T: 020 7636 6744
W: www.flexcutive.com

Forum for Social Enterprise

175a Walworth Road
London SE15 1RW
T: 020 7701 0011
W: www.bizextra.biz

FRANK Water

Bristol
T: 07866 583844
W: www.frankwater.com

Free Solutions Networks Ltd

55 Rita Road
Oval
London SW8 1JX
T: 020 8299 4221
W: www.freesolutions.net

Freeset Ltd

95 Ham Park Road
Stratford
London E15 4AD
T: 07956 300344
W: www.freesetbags.com

Get Well UK

109 St Pancras Way
NW1 0RD
T: 020 7482

Giveit.co.uk

St Francis Close
Buntingford SG9 9SH
W: www.thealternativeweddinglist.co.uk

Global Sense

28 Bryanwood Road
Islington
London N7 7BE
T: 07763 134078
W: www.globalsense.org.uk

Green Dreams

The Bromley by Bow Centre
St Leonards Street
Bromley by Bow
London E3 3BT
T: 020 8709 9735
W: www.bbbc.org.uk/html/greendreams.htm

GVA Grimley

10 Stratton Street
Westminster
London W1J 8JR
T: 020 8709 2759
W: www.gvagrimley.co.uk

Hackney City Farm

1a Goldsmiths Row
Tower Hamlets
London E2 8QA
T: 020 7729 6381

Halo Project

20a Farm Lane
Fulham
London SW6 1PP

Hardcore is More Than Music

3 Hurdwick Place
London NW1 2JE

Harmony House

Baden Powell Close
Dagenham
Essex RM9 6XN
T: 020 8526 8200

Harris Music Academy

18 Clyde Road
London N17 2JE

Harrow In Business

Enterprise House
294 Pinner Road
Harrow
London HA1 4HS
T: 020 8427 6188
W: www.hib.org.uk

Hillingdon Community Transport

Block B
Harlington Road Department
128 Harlington Road
Hillingdon
London UB8 3EU
T: 07895 277773

HomeStart Brent

Gwenneth Rickus Building
CSD 240/250 Brentfield Road
Brent
London NW10 8HE
T: 020 8937 3337
W: www.homestartbrent.org.uk

Hounslow Voluntary Sector Forum

9 Hounslow Business Park
Alice Way
Hounslow
London TW3 3UD
T: 020 8572 5929
W: www.hvsf.org.uk

In Kind Direct

19 Milk Street
London EC2V 8AN
T: 020 7860 5926
W: www.inkinddirect.org

Intentions

8 Green Lane
Redruth TR15 2AJ
T: 01209 821965

Interactive Development Groups Consulting Ltd

59 Clarence Road
Enfield
London EN3 4BN
T: 020 8443 5728
W: www.idgconsulting.co.uk

Islington Enterprise Agency

64 Essex Road
Islington
London N1 8LR
T: 020 7226 2783

Kibble

Goudie Street
Paisley PA3 2LG
T: 0141 889 0044
W: www.kibble.org

Kids Kitchen

18 Park Avenue
Barnet
London N3 2EJ
T: 020 8982 7316

Kingston Business School

Kingston Hill
Kignston upon Thames
London KT2 7LB
T: 020 8547 7347
W: www.kingston.ac.uk

Lambeth Savings and Credit Union

244N Brixton Hill
Lambeth
London SW2 1HF
T: 020 3256 0000
W: www.lscu.org.uk

LB Islington

Children's Service
Room G14
Laycock Street
London N1 1TH
T: 020 7527 8612
W: www.islington.gov.uk

Learning for Growth

519-523 Cambridge Heath Road
Bethnal Green
London E2 9BU
T: 020 7613 9771
W: www.learningforgrowthpartnership.org

Lekker Design

The Bromley by Bow Centre
St Leonards Street
Bromley by Bow
London E3 3BT
T: 020 8709 9758

Lewisham Nexus Service

127 Rushey Green
Catford
London SE6 4AA

Life Kit (UK)

Flat 4
53 Lewisham Park
London SE13 6QP
T: 07944 440288

Liverpool Plus

19 Castle Street
Liverpool L3 3BN
T: 0151 242 5567
W: www.liverpool-plus.co.uk

Living Space

1 Coral Street
London SE1 7BE
T: 020 7926 8445
W: www.living-space.org.uk

London Borough of Camden

Voluntary Sector Unit
Crowndale Centre
28 Eversholt Street
London NW1 1BP
T: 020 7974 5791
W: www.camden.gov.uk

London Borough of Islington

Municipal Offices
Islington
London N1 1XR
T: 020 7527 3093
W: www.islington.gov.uk

London Borough of Lambeth

Phoenix House
10 Wandsworth Road
London SW8 2LL
T: 020 7926 2764

London Borough of Tower Hamlets

Mulberry Place
5 Clove Crescent
London SW8 2LL
T: 020 7926 2764

London Business Guide

77 Oxford Street
London W1D 2ES
T: 020 7659 2285
W: www.londonbusinessguide.com

London Community Recycling Network

The Grayston Centre
London N1 6HT
T: 0207 324 4690

London South Bank University

90 London Road
Southwark
London SE1 6LN
T: 020 7815 6001

London Youth Games Ltd

Langwood House
63-81 High Street
Rickmansworth
Herts WD3 1EQ

Manna

54 Glenthorne Road
Waltham Forest
London E17 7AR
T: 0845 675 1056

MasterKlass Academy

99 Deans Road
Ealing
London W7 3QD

MCCH Society Ltd

Raglan House
St Peters Street
Maidstone ME16 0SN
T: 01622 769100
W: www.mcch.co.uk

Mission Fish

Hotham House
1 Heron Square
Richmond
London TW9 1EJ
T: 020 8605 3095
W: www.missionfish.org

Music4u

2 Burton House
Brief Square
Southwark
London SE5 9RB

New Enterprise Partnership

12a Brighton Road
Purley
Croydon
London CR8 3AA
T: 020 8654 4287
W: www.new-enterprise.co.uk

Newham Community Transport

Hallsville Road
Canning Town
London E16 1EE
T: 020 7473 4635

NU-Day Resourcing

266 Beulah Hill
Upper Norwood
Croydon
London SE19 3EX

Off the Streets and Into Work

4th Floor
Pavilion House
1 Newhams Row
London SE1 3UZ
T: 020 7089 2722
W: www.osw.org.uk

Ogunte

PO Box 56209
Islington
London N7 6XZ
T: 07932 982

One-to-One (Enfield)

Community House
311 Fore Street
Edmonton
London N9 0PZ
T: 020 8373 6241
W: www.one-to-one-enfield.co.uk

OneWorld UK

2nd Floor
River House
143-145 Farringdon Road
London EC1R 3AB
T: 020 7239 1400

**Organisation of Blind African
Caribbeans**

1st Floor
Gloucester House
New Road
London SE5 0TA
T: 020 7735 3400
W: www.obac.org.uk

Oxford House

Derbyshire Street
Bethnal Green Road
London E2 6HG
T: 020 7739 9001
W: www.oxfordhouse.org.uk

Paper Contracts

9 Skyline Court
Grange Yard
London SE1 3AN
0T: 7970 134959
W: www.papercontracts.co.uk

Pecan

121 Peckham High Street
London EC2A 3PY
T: 020 7732 0007

People Tree

Studio 7
8-13 New Inn Street
London EC2A 3PY
W: www.peopletree.co.uk

Phoenix House

3rd Floor
ASRA House
1 Long Lane
London SE1 4PG
T: 020 7234 9753
W: www.phoenixhouse.org.uk

Pilotlight

15-17 Lincoln's Inn Fields
London WC2A 3ED
T: 020 7396 7414
W: www.pilotlight.org.uk

Practical Psychology

28 Hans Place
London SW1X 0JY
T: 020 7584 4209
W: www.practicalpsychology.org

Predictable

309 Riverbank House
Putney Bridge Approach
London SW6 3JD
T: 020 7336 8439
W: www.predictable.org

Prevista Ltd

United House
North Road
London N7 9DP
T: 020 7609 4198

Primetimers

1st Floor
Downstream Building
1 London Bridge
London SE1 9BG
T: 084 5456 3885

Prospect Us

20-22 Stukeley Street
London WC2B 5LR
T: 020 7691 1923
W: www.prospect-us.co.uk

Quadrant Consultants

35 Endell Street
London WC2H 9BA
T: 020 7240 7200
W: www.qcl.co.uk

Radio for Development

19-21 Phipp Street
London EC2A 4NP
T: 020 7729 8866
W: www.rfd.org.uk

Reboot

The Print House
18 Ashwin Street
London E8 3DL
T: 020 7923 9343

Red Kite Learning

5-13 Trinity Street
Southwark SE1 1DB
T: 020 7378 9400
W: www.rkl.org.uk

Red Ochre

3rd Floor
Downstream Building
1 London Bridge
London SE1 9BG
T: 020 8743 4471
W: www.redochre.com

Renaisi

Renaisi House
21 Garden Walk
London EC2A 3EQ
T: 020 7033 2600
W: www.renaisi.com

S3 Systems and Marketing Ltd

48 Corbin House
Bromley High Street
London E3 3BQ
T: 020 8983 9614
W: www.s3sm.co.uk

Satellite

Phoenix Yard
65 Kings Cross Road
London WC1X 9LW
T: 020 7239 4913
W: www.satellitemc.com

School for Social Entrepreneurs

18 Victoria Park Square
Bethnal Green
London E2 9PF
T: 020 8981 0300

Selby Trust

Selby Centre
Selby Road
London N17 8JL
T: 020 8885 5499

SELDOC

Kings College Hospital
East Dulwich Road
London SE22 8PT
T: 020 8299 5500
W: www.seldoc.co.uk

SHARE Community

64 Altenburg Gardens
Wandsworth
London SW11 1JL
T: 020 7924 2949

Shomedia

253 Hoxton Street
London N1 5LG
T: 020 7739 6748
W: www.shomedia.co.uk

Signs of Life & Pie in the Sky

The Bromley by Bow Centre
St Leonards Street
Bromley by Bow
London E3 3BT
T: 020 709 9757
W: www.bbbsc.org.uk/html/sol.htm

Skills for Communities

25 Rathbone Market
Barking Road
London E16 1EH
T: 020 7476 9715
W: www.skilld4communities.co.uk

SmithMartin Partnership LLP

483 Green Lanes
London N11 4BS
T: 079 3258 9089
W: www.smithmartinpartnership.com

Social Spider

Unit 3N
Leroy House
436 Essex Road
London N1 3QP
T: 07789 778085
W: www.socialspider.com

Spitalfields City Farm

Weaver Street
London E1 5HJ
T: 020 7247 8762

Stepney Works

80 Ben Johnson Road
London E1 3NN
T: 020 7791 2220

Streetshine

Gem House
122-126 Backchurch Lane
London E1 1ND
T: 020 7702 5631
W: www.streetshine.com

Striding Out

The Hub
5 Torrens Street
London EC1V 1NQ
T: 020 7841 8950

Suma Foods

Lacyway
Lowfields Business Park
Elland HX5 9DB
T: 01422 345513
W: www.suma.coop

Superhighways Partnership

C/o KVA Siddeley House
Park Road
Kingston Upon Thames
London KT2 6LX
T: 020 8255 8040
W: www.superhighways.org.uk

Sutton Mencap

8 Stanley Park Road
Sutton
London SM6 0EU
T: 020 8647 8600

Tamil Co-operative Development Agency Ltd

92a Forest Road
Walthamstow E17 6JQ
T: 020 8509 8484

The Arts Temple

33 Iona Close
Ravensbourne Close
London SE6 4YN

The Big Issue Ltd

1-5 Wandsworth Road
London SW8 2LN
T: 020 7526 3200

The Diaspora News

Estuary House
196 Ballards Road
Dagenham RM10 9AB
T: 017 0884 45344
W: www.diasporanews.net

The Hub

5 Torrens Street
Islington
London EC1V 1NQ
T: 0207 841 8900

The Innovatory

239 Old Street
London EC1V 9EY
T: 020 7553 4470
W: www.theinnovatory.com

The Media Trust

3-7 Euston Centre
Regents Place
Islington
London NW1 3JG
T: 020 7874 7600
W: www.mediatrust.org.uk

The Music House for Children

Bush Hall
310 Uxbridge Road
London W12 7LJ
T: 020 8932 2652
W: www.musichouseforchildren.co.uk

The Rainbow Credit Union Ltd

1 Station Road
London E4 7BJ
T: 020 8523 8320

The Real Thinking Company

9 Hillside Road
Sevenoaks
Kent TN13 3XJ
T: 017 3264 8847

The Third Person

1 Alice Street
Southwark
London SE1 4QZ
T: 020 7378 8842
W: www.thirdperson.org

Threshold Housing

467 Garrat Avenue
Merton
London SW18 4SN
T: 020 8875 5554

Tomorrow's Warriors Ltd

73 Canning Road
Harrow
London HA3 7SP
T: 020 8424 2807
W: www.tomorrowswarriors.org

Toucan Employment

Action Lodge
84 London Road
Isleworth
London TW8 8JJ
T: 020 8583 6145

Triodos Bank

Brunel House
11 The Promenade
Bristol BS8 3NN
T: 01179 739339

Tumu Enterprises

29 Morrison Avenue
London N17 6TU
T: 079 7701 2279

TwelveJ Limited

149 Bellingham Road
London SE6 2PP

Twining Enterprise

Grimwood Road
Hounslow
London TW1 1BY
T: 020 8892 6786

United Diversity

85 Ravenshaw Street
London NW6 1NP
T: 0845 456 9774
W: www.uniteddiversity.com

Vibrant Studios

NP Business Centre
7b High Street
Barnet
London EN5 5UE
T: 020 8133 1519
W: www.vstudios.co.uk

Voluntary Action Waltham Forest

Alpha Business Centre
Unit 21
South Grove
London E17 7NX
T: 020 8521 0377
W: www.voluntaryactionwf.org.uk

Wave

Creative Media Centre
45 Robertson Street
Hastings TN34 1HL
T: 01424 205355
W: www.wave.coop

Westminster's Carers Service

Monmouth House
9 Monmouth Road
London W2 4UT
T: 020 7243 2500

Whippersnappers

72a Hayter Road
London SW2 5AB
W: www.whippersnappers.org

Women's Resource Centre

76 Wentworth Street
London E1 7SA
T: 020 7377 0088

Yeldall Activities Ltd

52 Coldharbour Lane
Hayes
Middlesex UB3 3EP
T: 020 8797 9500
W: www.yeldall.org

Young Enterprise London

5th Floor River House
143-145 Farringdon Road
London EC1R 3AB
T: 020 7278 6997
W: www.yelondon.com

Young People's Development Agency

Trinity House
Heather Park Drive
Wembley
London HA10 1SU
W: www.yepda.co.uk

