

# RBS SE100 Data Report

Charting the growth and impact of  
the UK's top social businesses



**SE100**

In partnership with

**RBS**  
The Royal Bank of Scotland

# 78.63%

AVERAGE GROWTH FOR THE  
RBS SE100 TOP 100



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“The RBS SE100 is a hugely important tool for proving the success and potential of social enterprise. Already it shows phenomenal growth which will boost confidence in the sector and open doors to private finance”

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Nick Hurd, Minister for Civil Society

# Foreword

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**I am delighted to introduce the first RBS SE100 Data Report.**

RBS has been committed to the social enterprise market in the UK for over a decade, and we are thrilled to be driving this pioneering initiative. The RBS SE100 Index is the first of its kind and will prove to be a really valuable benchmark for the entire social enterprise sector.

As the leading community bank, for over 10 years RBS has worked hard to break down the barriers to enterprise across Britain by creating opportunities for all sections of society. The bank has a team of locally based Community Development Managers throughout Britain, committed to helping new start-up businesses and enabling

deprived neighbourhoods to be more enterprising and build stronger communities.

Social enterprises have played an increasingly important role in this area, and it has been heartening to have witnessed the growth of the sector from a niche activity to a marketplace in its own right.

A total of 350 organisations have listed in this first index, representing the leading social businesses from across the regions of the UK. The figures in this report reveal a sector that is ambitious for success both financially and in terms of the social and environmental change it generates. In a world where people care even more about what they are investing in, social business has a great story to tell – but a story that needs to be backed up by robust information on both financial and social returns. It is this information that the RBS SE100 seeks to provide, and we want to encourage many more social enterprises to join the index over the coming months and years.

**IAN COWIE**  
CHIEF EXECUTIVE, BUSINESS &  
COMMERCIAL BANKING, RBS

# 86%

ORGANISATIONS WITH A PUBLIC  
STATEMENT ABOUT THEIR IMPACT

## Key partners and supporters of the RBS SE100 Index

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The index has been created by *Social Enterprise* magazine in partnership with RBS Community Banking. The SROI Network has given invaluable ongoing advice, Buzzacott accountants have generously supported the impact award and we are delighted that O2 have recently signed up as a supporting partner.

Due diligence work on the index, as well as event co-ordination, has been provided by CEIS, and The Wise Group have given a huge gift of support in the form of the film they created for the awards evening and the website. Support for the event has also been given by the School for Startups.

Business consultancy for the award winners is being given by RBS, Buzzacott, social investment consultants Equity Plus, social enterprise consultants Responsible Futures, communications agency Society Media and the Social Enterprise Ambassadors.

Sector organisations including UnLtd, UnLtd World, Social Firms UK, the Social Enterprise Coalition, the Scottish Social Enterprise Coalition, RISE, Senscot, the Development Trusts Association, the CIC Association, Co-operatives UK and other regional and national networks have helped to promote the index to members. ■



# £2.4M

AVERAGE TURNOVER OF ALL ORGANISATIONS ON THE INDEX

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There are many people that have made the RBS SE100 Index happen

# What, why, who – and the RBS SE100 headlines



The RBS SE100 Index is a market intelligence and communications tool for the social business sector. *Social Enterprise* editor Tim West explains

*Social Enterprise* magazine and our partners at RBS created this index with a clear mission: to put the facts and figures behind the great stories of businesses delivering positive social, environmental and economic change across the UK.

In delivering this mission, the index aims to do four things: to collect data, to communicate the results, to celebrate the high achievers and to campaign on key issues such as impact reporting.

**COLLECTING DATA:** our aim is to gather clear, specific and robust information from a wide and growing group of social enterprises on the index on an annual basis. Through this we will chart the growth, business activity and impact reporting of social enterprises across regions and markets.

**COMMUNICATING THE RESULTS:** the power and usefulness of this information depends upon how well and how widely it is communicated. *Social Enterprise* and [socialenterpriselive.com](http://socialenterpriselive.com) include a dedicated area for the RBS SE100 and we reach out to thousands of people and organisations every month. This report is freely available from the website, where there are other facts, figures, profiles and news stories from the index. Communications agency Society Media, co-owner of *Social Enterprise*, is linking with press and marketing teams from sector networks and index participants, as well as with local, regional and national media to communicate the success stories that the index has revealed. And The Wise

Group – an index participant shortlisted for the impact award – has created a stunning film to showcase the winners and tell the stories of ‘growth, impact and ambition’, with interview footage from influential leaders in the government, entrepreneurship and corporate sectors.

**CELEBRATING THE HIGH ACHIEVERS:** we believe in celebrating good things. This means creating prizes, running an awards event and embracing good-spirited competition. Prizes of £10,000, 10 days’ tailored consultancy and a trip to the 2011 Social Enterprise World Forum in South Africa are being given to the RBS SE100 Impact Champion and Growth Champion, with £5,000 and five days’ consultancy to the Trailblazing Newcomer. Through the RBS SE100 league table we aim to celebrate the growth of the social business marketplace and the positive change that the organisations in that marketplace achieve.

**CAMPAIGNING ON IMPACT:** for social enterprises, business success and growth are inextricably linked to the impact that the business can create; to the positive social, environmental and economic change they can bring to individuals and communities. This index is unique in its campaign to link growth and impact. We aim to help prove and improve the impact that social business can have – and through this, to change perceptions about what ‘good business’ means. ■

## The RBS SE100 headlines

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### WHO GAVE US INFORMATION?

**350**

organisations are listed on the index

**257**

organisations are listed on the main index (those trading for at least three years)

**93**

organisations are listed on the newcomers' index (those with fewer than three years' accounts)

**251**

organisations on the main index provided the information on which we based our growth calculations

**269**

organisations (from both the main and newcomers' index) filled in the impact questionnaire

### GROWTH

**78.63%**

average growth for the RBS SE100 top 100

**51.09%**

median growth for the RBS SE100 top 100

**28.88%**

average growth of organisations listed on the main index (with at least three years' accounts)

**12.45%**

median growth of organisations listed on the main index (with at least three years' accounts)

**19.62%**

average growth of the largest 10 on the main index by turnover (with at least three years' accounts)

### TURNOVER

**£812M**

combined turnover of all 350 social businesses on the index

**£21M**

total turnover of the 93 newcomers

**£199M**

combined turnover of the RBS SE100 top 100

**£1,994,228**

average turnover of the RBS SE100 top 100

**£2,424,794**

average turnover of all organisations on the index

**£280,938**

median turnover of all organisations on the index

## The RBS SE100 headlines

### IMPACT REPORTING

**35**

organisations scored 5/5 or 4/5 for impact reporting

**86%**

of organisations have a public statement about their impact

**66%**

of organisations have targets on impact set by their board

**41%**

of organisations have a separate annual report or section of their report on social impact

### REGIONS

**87**

London entrants made it the most represented region on the index

**56.07%**

the South East had the highest average growth of any region

**£9,400,630**

the South West is the region with the highest average turnover

**52.14%**

the North West is the region with the highest average score for impact reporting

### MARKETS

**49.73%**

environment, recycling and renewables is the business market which had the highest average growth

**49.25%**

environment, recycling and renewables is also the business market which scored highest on impact measurement

**23%**

employment and training is the market accounting for the most business activity on the index

**£4,240,991**

health and social care is the business market with the highest average turnover

### TYPES

**60.10%**

social firms are the type of social enterprise that post the highest average growth

**£5,430,702**

co-operatives and industrial and provident societies (IPs) are the type of social enterprise that post the highest average turnover

**48.24%**

community interest companies are the type of social enterprise that had the highest average score for impact reporting



# Methodology

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The data collected on the index is submitted by organisations via an online or telephone survey. By providing their data to us, there is an understanding that the information should be true and accurate, although we cannot guarantee this.

We have asked all organisations answering the survey to provide accounts and other information such as impact reports. Those who did not provide accounts signed off by an accountant were not considered for awards. The organisations shortlisted for awards were asked to provide more detailed information as part of a due diligence process.

To be included in the main index, organisations have to have been trading for at least three years. Those trading for less time were included in the newcomers' index. The RBS SE100 top 100 growth figures, for example, are taken only from established social businesses with at least three years of trading. Some of the results extracted from the index relate only to the newcomers; other figures are taken from the whole group on the index.

To enter the index all organisations had to provide basic information about themselves including the region they operate in, which business area they work in and what type of social business they are; so these statistics are collected from all 350 organisations. However, from there on in, organisations could choose to enter as much or as little of their financial information as they wanted and could also choose whether or not they wanted to complete the impact section.

As a result our growth figures for the main index are calculated from 251 organisations even though there are 257 organisations on the index that have been trading for at least three years. The average turnover figures for the main index are calculated from 255 organisations (ie two

organisations trading for at least three years provided only their latest turnover figure). Turnover figures for the whole index (newcomers and main) are calculated from 335 organisations.

The total that filled in the impact questionnaire is 269. The impact section of the survey consisted of 10 questions that were both quantitative and qualitative. So as to allow comparisons between organisations, answers to five of the key quantitative questions were turned into an impact measurement test. These questions were:

- Do you have a public statement about your social, environmental and ethical values?
- Do you have annual targets agreed by the board for your social/environmental/economic impacts?
- Do you produce a separate annual report or section of your annual report on your social impact?
- Is your social impact reporting audited by registered social auditors?
- Do you have a way (eg through SROI) to put a value on your social/environmental/economic impacts?

Organisations answering yes to these questions were asked to provide supporting statements and proof – when proof could not be found by our researchers or provided by the organisations then the answers were downgraded to a no.

In creating our impact measurement percentage league tables for the different sections of data we added up all the impact scores from each area of comparison (regions, business markets and types) and expressed them as a percentage of the maximum total points that could have been scored. So, if there were three organisations, for example, with one scoring 5/5, the second scoring 3/5 and the other scoring 1/5, that's a total of 9/15, which equals 60 per cent. ■

# Growth

Social enterprises signed up to the index for a variety of reasons – some were growing quickly and wanted the world to know, others signed up because they were good at proving their impact; some wanted to see how to improve their impact reporting and many signed up because they wanted to support us in creating a market intelligence tool for the social business sector.

So, when we analyse our data on growth, it's perhaps not surprising to find some wide variations. Our top grower managed 750.87 per cent growth but 68 organisations posted negative growth – the lowest of which was -59 per cent.

In choosing our growth champion it was obvious that we should look at those posting the highest growth but the process didn't stop there. How had this business achieved that growth? What was the nature of any grant funding or subsidies? Was the business in a good position for the future?

**78.63%**

*is the average growth  
of the top 100*

**51.09%**

*is the median growth  
of the top 100*

**710.73%**

*is the growth posted by our growth  
champion Mow & Grow*

**493.11%**

*is the average growth of Mow &  
Grow since 2007 over two years*

**750.87%**

*is the highest growth figure  
on the index*

**-59.48%**

*is the lowest growth figure  
on the index*

**177**

*businesses on the index posted  
positive growth*

**68**

*organisations on the index posted  
negative growth*

**6**

*organisations on the index had  
turnovers that remained exactly  
the same as the year before*



**Photo:** ex-youth offender John, who started as a volunteer referred through Connexions, is now a permanent part of the Mow & Grow team, his own experience making him a great assistant to the team leader

## Cultivating futures

Mow & Grow is an organisation that lives up to its name. The enterprise believes its approach to gardening is making a real difference in people's lives and so, as Louise Tickle reports, it aims to continue to sow the seeds of success

It's been an ordinary sort of morning for Alex Cosgrove, CEO of Mow & Grow.

'We've just dug up a human bone so we've had to call the police,' she says matter-of-factly on the phone from the organisation's Suffolk HQ. 'It happens every so often when you're gardening.'

Those whom Mow & Grow was set up to help may not have realised that they'd occasionally find themselves uncovering buried remains, but it doesn't seem to have put anyone off.

The organisation has been growing rapidly for several years – the latest boost to its expansion coming thanks to £965,000 from the Future Jobs Fund (FJF). That was a Labour government programme, which has now been cut, set up last year to help the long-term unemployed during the recession. Of Mow & Grow's 800 employees across the UK, 60 per cent are paid for by Future Jobs Fund money.

Mow & Grow works like this. Individuals aged 16 or over who find themselves without the →

## Cultivating futures



qualifications, skills or motivation to find and hold down a job – or simply without the resources to cope adequately with the challenges life throws at them – are Mow & Grow's target constituency.

Cosgrove adds: 'We're based on a Suffolk county council site where there are people with learning difficulties, so trainees learn with people who are even more disadvantaged than they are themselves. They're not used to that.'

Trainees work on vulnerable people's gardens – older people, those with disabilities, anyone, in fact, with a social need – and this, says Cosgrove, means 'they're meeting someone who might be their grandma who's in tears because her garden's been done. It's hard for anyone not to be touched by that'.

The FJF connected well with what Mow & Grow was already doing and the result is that now 78 per cent of its £1.2m turnover is made up of FJF money. Without the big injection, income would have been just over a quarter of a million.

'It was such a hard fast hit. We couldn't have expanded nearly so fast without it,' says Cosgrove of the FJF. But there are pressures as well as opportunities that came with FJF money.

'There has certainly been added stress on people at head office. Once we heard about the money, phones started ringing off the hook with people wanting to start new franchises wanting to talk to us. There were some very long days.'

But the effort that staff put in is paying dividends. Of those recruited through the fund, a proportion – four out of the 20 taken on in Ipswich, for example, and others soon to be confirmed in other parts of the country – will secure permanent paid employment with Mow & Grow.

Not everyone will change their prospects but some will make the most of the skills and qualifications they've gained to get jobs with other companies, and some will choose to do further training at college.

'We want to expand into other areas besides gardening,' enthuses Cosgrove. 'Building trades, sport, hospitality, healthy eating. We want to engage people by offering them something they enjoy doing, and the wider the options, the more chance we have because everyone has something that pushes their buttons.' ■

Referred to its franchisees across the country by agencies such as Connexions, the YMCA, JobCentrePlus, the police, probation service and local colleges, the idea is that by embarking initially on a life skills course – incorporated with on-the-job training in gardening and horticulture – individuals will start to turn their lives around.

With sustained nurturing from tutors who have often struggled with the same challenges themselves, trainees become more capable, more confident and in many cases, gain the qualifications that mean they can successfully apply for a job.

'Some come on intermediate labour market programmes, some on the minimum wage, some are volunteers. The Shaw Trust, for instance, may place someone with us for a year because they're really not job-ready,' Cosgrove explains.

'You see people really blossom. It's not just a case of at the end someone gets a job, because some people might not ever be job-ready. We're often taking people who have little or no formal education, who are up to third-generation unemployed and have had no role models.

'Even to get these guys to get out of bed in the morning is a hard slog, but gradually they start to realise that they do have a future and a purpose.'

Success is measured by outcomes, but not every trainee is aiming for the same target. 'The goal with those recruited under the FJF money is to get them into a job, and importantly, a job they enjoy. If they're on probation, the aim is to stop them reoffending. The majority of our work is with people who are just at the stage of wanting to make a change.'

Mow & Grow started in June 2006. It has now expanded to include Trade & Grow, Catering & Grow, Clean & Grow and Learn & Grow. The organisation supports organic principles, and has won a variety of awards including *Suffolk's Greenest Business 2009*, *The Norfolk Waste Partnership Award 2009* and *The High Sheriff Award 2009* in recognition of its contribution to cutting crime.  
[www.thegroworganisation.org](http://www.thegroworganisation.org)

**Photo:** Jason is a team leader at Mow & Grow's Norwich base and heads the probation teams. The ex-roofer started as a volunteer after being referred to the organisation by the YMCA but loved it so much he came on as a full-time employee

### 22.5%

*the percentage of long-term unemployed who have moved on to employment or further education after finishing their FJF placement with Mow & Grow*

### 7

*FJF placements have returned to Mow & Grow as volunteers*

### £1,231,766

*Mow & Grow's turnover this year*

## Real Baby Milk Community Interest Company



**Photo:** On a mission of awareness – the army of Real Baby Milk CIC staff and volunteers

Arwen Folkes had 'a challenging time' breastfeeding her first baby in 2003 and it was then she realised there was a gap in basic information on how to do it and where parents could get local support.

She launched a website that brought together as many sources of information as she could find, and Folkes – who describes her venture as an 'umbrella marketing campaign to promote breastfeeding' – found herself approached by local authorities from Cornwall to Scotland wanting to tap into her expertise. Her priority,

she says, is to get non-judgemental information to mothers who may not otherwise actively seek support with breastfeeding problems.

After four years of working off her kitchen table, 2008 saw the Department of Health cite her work as best practice. Suddenly, core funding from the NHS was made available, enabling Folkes to expand the training and retail arms, to employ an assistant, and later 12 members of staff, with further recruitment plans already underway. ■

[www.realbabymilk.org](http://www.realbabymilk.org)

**150**

*volunteers work 2-3 hours each week for Real Baby Milk*

**£2,000**

*is spent by Real Baby Milk measuring its social impact each year*

## NCWRP

The National Community Wood Recycling Project (NCWRP) was founded in 2003 to help set and develop a network of wood recycling social enterprises with the aim of saving resources and creating sustainable jobs.

An £80,000 grant from WRAP (over three years) given in 2008 provided a massive boost for the Brighton-based organisation. From promoting wood recycling to the construction industry on his own from home 'we could suddenly put proper resources into marketing our services', says founder Richard Mehmed.

'It's cheaper for them than sending it to landfill,' says Mehmed, 'and it looks good on their tender documents and social reporting.'

Last year NCWRP and the community wood recycling enterprises that it supports saved 5,053 tonnes of wood from going to landfill – 25 per cent of this was Grade 1 – which means it's highly reusable. In addition they offered 13,279



**Photo:** Andy, pictured here when he was 19, came to NCWRP member Timber Recycling in Manchester (TRiM) on a placement from YMCA Training. He gained full-time work with TRiM before moving onwards and upwards with his career

volunteering days – with many of the volunteers coming from disadvantaged backgrounds.

By the time the WRAP grant runs out next financial year, Mehmed says his business plan projects that the organisation will be self-sustaining. 'We're generating a lot more income from consultancy, from our members' fees and from commission on collections we arrange.' ■

[www.communitywoodrecycling.org.uk](http://www.communitywoodrecycling.org.uk)

**5,053**

*tonnes of wood is saved from going to landfill each year by NCWRP members*

# The Future Jobs Fund

A £1bn government fund targeted at creating employment in socially useful jobs was bound to have an impact on social businesses – and on the figures of the RBS SE100 Index. **Chrisanthi Giotis** reports

**1,265**

*six-month jobs  
were created at  
12 organisations  
through the FJF*

The Future Jobs Fund was a Labour government initiative aimed at keeping people employed during the recession. Social and green businesses, charities and local authorities were tasked with finding work for long-term unemployed people, especially young people.

It was cancelled on 24 May by Chancellor George Osborne as part of the new government's £6bn budget cuts, but not before it made an impact on many social enterprises.

The government contracts, which started rolling out on a monthly basis from October last year, paid £6,500 for each 25-hour-a-week, six-month job. This was more than enough to cover wages and leave something extra to the organisation to cover admin and expenses – and get creative.

Buoyed by the unusually light-touch approach organisations rose to the challenge of the recession and the opportunity of the pot of money. HCT Group, a community transport provider that claims a top 100 spot on the index, launched a completely new service – a low-cost community taxi for elderly and disabled people. It used £228,000 of its own reserves to buy new vehicles and then used the Future Jobs Fund (FJF) money to subsidise the staff costs.

Call Britannia, which features on our newcomers' index, is a social enterprise created entirely in response to the unemployment challenge of this recession. It was able to secure

£292,500 from the FJF and this in turn helped it secure private investment worth £500,000. Eventually Call Britannia hopes to create 10,000 six-month training jobs in 10 UK call centres over the next seven years.

With these sorts of initiatives taking place across the social business sector, albeit some no-doubt more successful than others, the data in the RBS SE100 Index was sure to be affected. And, as official accounting periods often lag behind reality, the statistics will be affected next year too, and almost certainly to a much greater extent.

However, to try and understand the effect of the FJF this year we did a special follow up survey of all the organisations that had entered accounts dated after October last year when the first government-subsidised jobs began. This gave us a sample of 40 organisations and, of the 32 responses received, 12 organisations – just under 40 per cent – had received FJF contracts. Close to half of all the organisations that had received FJF contracts were newcomers – that is, organisations trading for less than three years.

With the help of the FJF contracts these 12 organisations have created between them 1,265 six-month jobs – with the lowest number per organisation being two jobs and the highest number being 743. The average number of FJF jobs for each organisation is 105.4 and the median is 11. If our sample is representative of the entire index, and 40 per cent of all

organisations have received FJF funding, and if we were to multiply that by the median figure for jobs created per organisation, we would expect 140 organisations on the index to have created 1,540 FJF jobs. Given that we know 12 organisations have by themselves already created 1,265 six-month jobs we can probably safely say 1,540 is an underestimate.

In the FJF questionnaire we asked organisations to tell us by how much their turnover had increased as a result of the FJF and we allowed organisations to estimate where they couldn't provide exact figures. The average increase in turnover was 60.87 per cent and the median was 15 per cent. The average increase in pounds was £175,766.

Our Growth Champion Mow & Grow is no stranger to the FJF. Although it was already growing at over 300 per cent before the initiative was ever conceived 78.35 per cent of its latest turnover can be attributed to the government's six-month employment contracts. Of the employees who have already finished their six-month stint the organisation has a 22.5% success rate of moving them on to employment (either within the organisation or externally) and further education. A further seven people have stayed on as volunteers. It has also used the FJF money to improve its training programmes, buy new equipment and win new contracts.

What's more it has expanded the geographical reach of its impact through franchising.

Mow & Grow non-executive director Patrick Shine says he urged the organisation to engage with FJF as soon as he heard about it because it was 'exactly on mission' for it.

'Initially I was a bit cautious about the programme. It seemed like there was too much money in too short a time, and more focus on outputs rather than outcomes, so I did worry a little if it would detract from Mow & Grow's focus on social impact. However, I felt Mow was well placed to deliver impact from the programme even if there were problems in the design,' says Shine.

Shine began to be more enthusiastic as the scale of the youth unemployment problem, and the positive impact the programme would have on youth engagement with the employment market, was revealed. However, there were still problems – for example, some of the franchising approaches to Mow & Grow from potential franchisees were 'overly focussed on the opportunity and not enough on the value and social impact'.

Shine is not disappointed that FJF was cut as it 'always was a rapid response to an urgent challenge'.

However, he says: 'I would hope that, following review and evaluation, a version of FJF will be relaunched with a greater emphasis on the uniqueness of social business' contribution to the wider job creation agenda.' ■

- The government FJF contracts, which started rolling out on a monthly basis from October last year, paid £6,500 for each 25-hour-a-week, six-month job
- The FJF was cut on 24 May as part of the government's cost-saving Budget
- 12 organisations – just under 40 per cent of our sample – had received FJF contracts and between them created 1,265 six-month jobs
- The average number of FJF jobs for each organisation is 105.4 and the median is 11
- The average increase in turnover for organisations receiving FJF money was 60.87 per cent and the median was 15 per cent. The average increase in pounds was £175,766

## Sean's Story



**Photo:** Smiles a plenty, now, for Sean Coggins, PVC-U operations supervisor at Elixir working with recycling technicians Richard Currey, Steven Cassidy and Kirk Davies – all employed through the Future Jobs Fund

The first time I speak to Sean Coggins is when my editor asks me to interview a fellow Future Jobs Fund (FJF) employee. All I am told is that he is an ex-con from Liverpool who has turned his life around through the FJF. I was a trainee journalist at Society Media and like him owed my employment to the government funded employment initiative.

Coggins left prison two years ago. At 24 he had minimal qualifications and very few job prospects and he started to get back into his old ways – but then, soon after his release, his baby boy came along.

'I knew I had to make a decision,' says Coggins. 'The FJF and Elixir gave me a second chance.'

The FJF, part of the Department for Work and Pensions, worked in partnership with ethical businesses to provide six-month government funded work placements for young people aged 18-24 who have been unemployed for ten months or more.

Sean and I both qualified. He was offered a place with Elixir Foundations, a social enterprise created to give socially excluded groups, typically ex-substance abusers and ex-offenders, a chance of employment through PVC-U plastic recycling and aid in 'abstinence living'. Around the same time I started as a trainee journalist at Society Media, an ethical communications agency which also publishes *Social Enterprise* magazine.

Elixir, an SE100 organisation shortlisted for our Trailblazing Newcomer award, was founded by its CEO Ben Donnelly after he was recovering from

his own addiction. He says: 'I spotted the need for people who needed work and accommodation from vulnerable backgrounds – typically ex-substance abusers and ex-offenders.'

Donnelly secured FJF funding to train and employ 345 candidates in the PVC-U plastics recycling industry – and Coggins turned out to be a star.

'It was all difficult at the start because it was all new to me,' says Coggins. Nevertheless, within six months he had moved from floor staff to a team leader and then a PVC-U supervisor.

He has completed a management training course, a coaching course and achieved his forklift diver's licence. And he assures me that one day he will be 'the gaffer'.

'I was given a set of keys – that's a lot to me, to lock up a full business.

'I have a son. He is 17 months. He's the main reason why,' he says. 'Because of the past I have not been able to see the baby's mother, but now that is starting to change.'

And I understood what he meant. Having been long-term unemployed myself, I had witnessed my skills atrophy and confidence diminish over time as a result. But since gaining employment at Society Media, I was not only learning from some top professionals, but was able to save enough to move out of home and stand on my own two feet.

So what does the future hold for Coggins now that his FJF funded placement is about run out?

He has earned his place full-time at Elixir. The FJF provided the means, Elixir provided the vehicle and now Coggins is in the driving seat.

'Ultimately, I want to be a mentor myself. I'm only 24 and I have been through quite a lot – having been given a second chance is priceless.' ■

**By Ashley Curran**



**Photo:** Ashley Curran, FJF trainee journalist at *Social Enterprise*

“Ultimately, I want to be a mentor myself. I'm only 24 and I have been through quite a lot – having been given a second chance is priceless”



## GROWTH LEADER TABLE

ORGANISATION	REGION	TURNOVER (£)	GROWTH (%)
NCWRP	South East	103,159	750.87
 Mow & Grow Champion	East	1,231,766	710.73
Phoenix Business Academy	West Midlands	178,000	374.10
Real Baby Milk CIC	South West	53,198	201.12
Theatre Resource	East	1,842,338	195.78
Pictures to Share CIC	North West	46,144	183.51
Hertfordshire Practical Parenting Programme Ltd	East	82,881	171.14
The Big Lemon CIC	South East	260,606	158.92
BigBarn CIC	East	88,847	144.33
Plunkett Foundation	South East	2,860,286	137.12
Common Strategy	Scotland	128,448	132.17
Community Food Initiatives North East	Scotland	844,825	123.39
Greenshoots Catering	Wales	220,000	120.00
Stockwell Partnership	London	663,000	116.67
London Bio Packaging	London	1,541,000	115.52
Unity - Young peoples project	West Midlands	252,438	105.65
Substance	North West	1,140,601	104.88
Broomby	Yorks & Humber	216,364	104.12
Impetus	Yorks & Humber	1,336,000	99.40
Trust Thamesmead	London	4,920,249	96.70
Acumen Community Enterprise Development Trust Ltd	North East	3,667,274	94.67
Impact Arts (Glasgow)	Scotland	1,711,102	93.28
Social Enterprise Solutions (UK) CIC	North West	196,898	84.35
Belu Water Ltd	London	2,702,410	82.92
Brighter Future Workshop Limited	North West	207,457	82.87
Women Like Us	London	944,317	82.52
Fusion Lifestyle	London	20,351,000	81.41
Busymummy	South East	137,778	80.96
Striding Out	London	180,000	80.00
MaD - Make a Difference	South East	398,093	77.07
Oxford Wood Recycling	South East	86,000	76.15
The Five Lamps Organisation	North East	1,740,000	74.52
Core Arts	London	872,081	71.27

## GROWTH LEADER TABLE

ORGANISATION	REGION	TURNOVER (£)	GROWTH (%)
Nofit State Circus	Wales	1,303,980	69.64
Eastside Consulting	London	450,000	63.64
Triodos Bank	South West	70,200,000	61.75
Future Regeneration of Grangetown (FROG)	North East	277,985	60.49
PrimeTimers	London	641,908	59.75
Significan't (UK) Ltd	London	305,122	58.30
Onya Innovations	South East	550,000	58.05
Way Out Experiences Ltd	South East	470,000	56.67
Mackworth Estate Community Association	East Midlands	29,461	55.99
Sport 4 Life UK	West Midlands	231,666	55.66
Hill Holt Wood	East Midlands	828,415	53.88
Social Enterprise Clydebank	Scotland	500,000	53.37
Unlimited Potential	North West	494,326	52.96
Graphic Design & Print CIC	East	127,649	52.48
Furniture Finders of Winsford Ltd	North West	201,341	51.93
Ness Soaps	Scotland	145,625	51.87
Bookdonors CIC	Scotland	651,258	51.20
Holy Island of Lindisfarne Community Development Trust	North East	650,000	50.99
Changemakers Foundation	London	1,800,000	50.63
City Gateway	London	1,200,000	50.00
The Scollar Trust (Southend Consortium of Lifelong Learning And Regeneration)	South East	4,500,000	50.00
Berwick Community Trust	North East	275,000	46.28
The Camberwell Project, Ltd	Yorks & Humber	950,000	46.15
Livity	London	1,577,420	45.58
Middleton Plus Development Trust	North East	44,221	45.30
CaSE Insurance	South East	260,000	44.44
Re-Union Canal Boats Ltd	Scotland	193,505	43.90
Speak Up	Yorks & Humber	517,500	43.75
Shoreditch Trust (Acorn House & Water House Restaurants)	London	1,221,751	43.37
ISE (Initiative for Social Entrepreneurs)	West Midlands	726,852	43.20
Capitalise Business Support	South East	182,539	43.05
Patient Opinion	Yorks & Humber	247,000	42.77
Selby Trust	London	916,226	41.82
Zaytoun CIC	London	444,288	38.47
Credit Union Solutions Ltd	London	155,000	38.39

## GROWTH LEADER TABLE

ORGANISATION	REGION	TURNOVER (£)	GROWTH (%)
York and District Mind	Yorks & Humber	182,648	37.75
Green Horizons	Wales	75,000	36.36
Aid to Hospitals Worldwide	East	84,000	35.48
Speaking Up	East	4,097,319	33.87
The Towcester Partnership	East Midlands	60,000	33.33
Recycle Fife	Scotland	307,000	32.90
Buchan Dial-a-Community Bus/ DAB Plus CIC	Scotland	283,697	31.84
People-Centered Economic Development	South West	29,000	31.82
Teach First	London	4,444,394	31.32
Theatro Technis Co Ltd	London	118,814	30.70
Sunderland Home Care Associates 20-20) Ltd	North East	2,330,000	30.17
Workspace Group	Northern Ireland	4,400,000	29.79
GEMAP	Scotland	601,252	27.19
Lighthouse Furniture	East	356,000	27.14
Social Enterprise Outcomes Ltd	South West	15,000	27.11
Commonside Community Development Trust	London	321,426	26.92
The Ethical Property Company PLC	South East	2,923,439	26.35
Bromley by Bow Centre	London	4,096,000	25.99
CLARITY Employment for Blind People	London	3,400,000	25.93
HCT Group	London	20,461,448	24.81
C-MEE (Community Maintenance Environmental Enterprise)	Scotland	122,000	24.49
Germination	London	256,146	24.30
Roundabout Transport	South East	122,000	23.86
Ycs Computers Ltd	Yorks & Humber	105,000	23.53
Eco-Actif Services CIC	London	445,773	23.22
Crossroads Caring for Carers (Salford, Trafford & Stockport)	North West	859,503	23.20
North Ormesby Neighbourhood Development Trust	North East	80,715	22.27
Thorne Moorends Regeneration Partnership	Yorks & Humber	2,200,000	22.22
Sharp Trading (Leicester Ltd) Trading as STRIDE	East Midlands	1,576,866	22.20
StreetShine Ltd	London	186,000	21.57
Café Nova Interchange	London	184,156	21.04
Watford Asian Community Care	East	223,618	20.97
To learn more about the SE100 organisations featured here see our full SE100 table online at <a href="http://www.socialenterpriselive.com/se100">www.socialenterpriselive.com/se100</a>			

# Size does matter

**£812,305,963**

*total turnover of the organisations on the index (335 organisations out of the 350 gave us turnover information)*

Growing from a £100,000 company to a £200,000 company is challenging enough. Growing from a £100m to a £200m company is another matter altogether. Size matters. Large organisations aren't right for every social business but for some, it's a case of the bigger you are, the more impact you can generate. The biggest entrant in the RBS SE100 Index is Peabody housing association

**£2,424,794**

*average turnover of the organisations on the index*

With more than 17,500 homes across London, Peabody is one of the capital's largest housing associations. But it is not only affordable housing that Peabody champions.

Peabody has been responsible for launching more than 80 individual schemes at grassroots level. These range from conservation projects started by estate residents to 'Pukka Tukka', which teaches young kids how to eat healthy food, to helping isolated older residents get connected.

**£280,938**

*median turnover of the organisations on the index*

'We do more than affordable housing. This is secondary to creating thriving and sustainable communities,' says communications manager Neil Young.

And exciting times lie ahead for this growing social enterprise. In 2012 Peabody celebrates its 150th anniversary. To mark this occasion the housing association plans an ambitious regeneration project in Clapham, providing 650 new homes.

**£1,994,228**

*average turnover for the SE100 (100 fastest growers with three years of accounts)*

Peabody offers a range of services to support its residents. Practical things like fixing the plumbing to more complex issues such as reporting domestic violence to the family support worker.

Talking about Peabody's promise to get 99 per cent of its homes up to the government's 'Decent Homes Standard' at a cost of £150 million by the end of this year, Young says: 'Now we have got our house in order, we are ready to push forwards.' ■ **By Ashley Curran**

**£444,288**

*median turnover for the SE100*

The housing association's pledge to create thriving and sustainable communities is also clear from its community-focused projects. Working with Activate London, a community initiatives project funded by the Big Lottery,

**£3,102,791**

*average turnover for organisations who have been operating for three years or more (254 three-year-and-older organisations gave their latest turnover figures)*


**£445,030**

*median turnover for organisations that have been operating for three years or more*



Photo: Baron's Place in Southwark, completed in 2004, is just one of Peabody's many developments

## THE RBS SE100 BIG 50

ORGANISATION	SE100 SPOT	REGION	TURNOVER
Peabody	No	London	101,200,000
GLL	No	London	71,998,000
Triodos Bank	37	South West	70,200,000
Turning Point	No	London	67,664,000
St Anne's Community Services	No	Yorks & Humber	33,144,000
Edinburgh Leisure	No	Scotland	24,000,000
Selwood Housing Society	No	South West	22,272,000
Chester & District Housing Trust	No	North West	21,800,000
HCT Group	89	London	20,461,448
Fusion Lifestyle	28	London	20,351,000
Radstock Co-operative Society	No	South West	18,168,891
The Wise Group	No	Scotland	16,858,000
The Eden Project	No	South West	16,100,000
Divine Chocolate Ltd	No	London	12,400,000
Devon Doctors	No	South West	12,000,000
CT Plus	No	London	10,894,123
Goodwin Development Trust	No	Yorks & Humber	9,998,000
SCA Community Services Limited	No	South West	8,708,850
The TREES Group	No	East Midlands	8,466,429
Sandwell Community Caring Trust	No	West Midlands	79,95020
The Big Life group	No	North West	6,700,000
Westway Development Trust	No	London	6,610,669
London Early Years foundation	No	London	5,816,906
NWES	No	East	5,229,250
Trust Thamesmead	21	London	4,920,249
Aberdeen Foyer	No	Scotland	4,901,423
Future Health & Social Care	No	West Midlands	4,756,558
The Scollar Trust	55	South East	4,500,000
Teach First	78	London	4,444,394
b-inspired	No	East Midlands	4,437,922
Workspace Group	81	Northern Ireland	4,400,000
FRC Group 	No	North West	4,358,064
Speaking Up	73	East	4,097,319
Bromley by Bow Centre	87	London	4,096,000
Acumen Community Enterprise Development Trust Ltd	22	North East	3,667,274
Project North East Group	No	North East	3,500,000
CLARITY Employment for Blind People	88	London	3,400,000
CAN	No	London	3,160,491
Key Fund	No	Yorks & Humber	3,116,893
The Aldingbourne Trust	No	South East	2,931,794
The Ethical Property Company PLC	86	South East	2,923,439
Plunkett Foundation	11	South East	2,860,286
Fusion21 Ltd	No	North West	2,787,294
Belu Water Ltd	25	London	2,702,410
Robert Owen Society	No	West Midlands	2,661,738
Green-Works	No	London	2,658,182
Shared Interest	No	North East	2,650,000
Luton Community Housing Ltd	No	East	2,548,436
Fullwell Mill	No	North East	2,400,000
Sunderland Home Care Associates (20-20)	80	North East	2,330,000

**19.62 %**

Average growth of our Big Ten – the ten biggest organisations on the index

**-0.35 %**

Average growth of our Tiny Ten – the ten smallest organisations on the index

**22.99 %**

average growth of our Middle Ten – the ten organisations who fall in the middle of the index when organised by turnover

**£263,677**

average turnover of organisations that have been operating for less than three years (80 of the 93 newcomers provided information for at least one year)

**£61,193**

median turnover for organisations that have been operating for less than three years

To learn more about the SE100 organisations featured here see our full SE100 table online at [www.socialenterpriselive.com/se100](http://www.socialenterpriselive.com/se100)

# Impact

For a social enterprise to be a success it has to have a positive impact on the world. But how do you prove and communicate this? The RBS SE100 Index has set out to chart the effort of the sector in measuring and reporting its impact, and to celebrate those organisations forging a way forward in this complex field

**86%**

*of the organisations who filled in the impact questionnaire had a public statement about their social, environmental and ethical values*

Impact is at the heart of everything that social business is about. If you are not making an impact on the social or environmental issues you've been set up to address then, to be honest, what's the point?

So one would expect the way that all social enterprises communicate their impact to be strong and clear, especially when selling their goods and services.

**66%**

*of the total who filled in the impact questionnaire have annual targets agreed by the board for their social impact*

If social enterprises are not reporting clearly, that doesn't mean they are not creating value or having an impact. But – as with financial accounts – the need for clear information is about more than external communication. Good data is necessary for good management.

A variety of techniques exist that organisations can use to capture the impact they are having. However, there is as yet no single, standardised method that can be universally understood or used to make comparisons.

So, rather than look at impact itself for the RBS SE100 Index, we decided instead to tease out how thoroughly social businesses were measuring and reporting.

We constructed a series of relatively basic, 'yes' or 'no' questions, from the most simple – do you have a public statement about your impact or added value as a social business? – to tasks that obviously required more effort – such as setting budgets, reporting regularly to the board, carrying out full scale impact measurement exercises and then getting it all checked by a registered social auditor.

The results were generally encouraging. A total of 269 organisations out of the 350 on the index submitted their impact reporting data.

Just four scored top marks (5/5) and another 31 scored 4/5. But the majority (86 per cent) of those who filled out the impact questionnaire had a public statement about their impact and two thirds (66 per cent) had targets on impact set by their board. Some 41 per cent produced a separate annual report or section of their report on social impact. And across the index, a total of more than £1.2m was spent on impact measurement.

Many organisations already have quite sophisticated ways of capturing their added value – community interest companies, for example,

**269**

*organisations filled in the impact questionnaire*

**35**

*organisations scored the top marks of 5/5 or 4/5 for their impact reporting which equates to 13 per cent of all entrants who filled in the social impact part of the form*

**166**

*out of the 269 organisations scored 3/5 or 2/5 for their impact reporting*

**68**

*out of the 269 organisations scored 1/5 or 0/5 for their impact reporting*

must provide some details in their annual returns for the CIC Regulator; charities are required to discuss how well they have delivered on their mission, values and objectives in their annual trustees' report.

Encouragingly, there are signs from the index that the newer social enterprises in particular view the collection and communication of data about their impact as something they should carry out as a matter of course – an important component of the well-oiled business machinery rather than a later bolt-on accessory.


Some 71 per cent of our newcomers filled in the impact questionnaire compared with the 79 per cent of those on the main index. And 68 per cent of the newcomers who completed the impact survey scored either 3/5 or 2/5, beating the 60 per cent figure for 3/5s and 2/5s on the main index.

Jeremy Nicholls, CEO of the SROI Network and advisor for the index, is generally impressed: 'When we started we said we could not expect too much and so kept the questions quite loose. But during the course of the index the bar has been raised and there appears to be more willingness. A real benefit of the index is that people can see that this agenda is important and that other companies are working on it.

'It also seems true that new companies are more up for it. They are putting systems in place and I think they are more open to the importance of this agenda.

'It's so important to tell the full story of the value that you create. All public investment, for example, is seeking to create change for residents and communities and we need to know whether the models we use are working'. ■

#### IMPACT LEADER TABLE

ORGANISATION	REGION	SCORE
Cosmic	South West	5/5
 FRC Group <b>Champion</b>	North West	5/5
Speaking Up	East	5/5
The Wise Group	Scotland	5/5
Belu Water Ltd	London	4/5
Bookdonors CIC	Scotland	4/5
Broomby	Yorks & Humber	4/5
Buchan Dial-a-Community Bus/ DAB Plus CIC	Scotland	4/5
Columba 1400	Scotland	4/5
Create Foundation CIC	Yorks & Humber	4/5
Croydon ARC	South East	4/5
Divine Chocolate	London	4/5
Elixir Foundations CIC	North West	4/5
Enjoy.co.uk CIC	North West	4/5
Frame of Mind CIC	South East	4/5
HCT Group	London	4/5
Hill Holt Wood	East Midlands	4/5
Mow & Grow	East	4/5
National Lobster Hatchery	South West	4/5
NWES	East	4/5
PrimeTimers	London	4/5
Recycle Fife	Scotland	4/5
Shared Interest	North East	5/5
Spruce Carpets	Scotland	4/5
The Big Life Group	North West	4/5
The Eden Project	South West	4/5
The Ethical Property Company PLC	South East	4/5
The Spartans Community Football Club	Scotland	4/5
The TREES Group	East Midlands	4/5
Theatro Technis Co Ltd	London	4/5
Training for Life	London	4/5
Triodos Bank	South West	4/5
Unlimited Potential	North West	4/5
Workwise (Suffolk)	East	4/5
York and District Mind	Yorks & Humber	4/5

To learn more about the SE100 organisations featured here see our full, dynamic, SE100 table online at [www.socialenterpriselive.com/se100](http://www.socialenterpriselive.com/se100)

**66%**

of the total who filled in the impact questionnaire give progress reports on impact targets to the board at every meeting

**41%**

of the total who filled in the impact questionnaire produce a separate annual report, or section of their annual report, on social impact

**8.5%**

of the total who filled in the impact questionnaire have their social impact reporting audited by a registered social auditor

**23%**

of the total who filled in the impact questionnaire have a way of putting a value on their impacts like SROI or an industry specific equivalent

**79**

entrants to the index spend money measuring their impact

**£15,527**

is the average spent by index entrants that measure their impact

**£1,226,608**

is the total amount spent by index entrants measuring their impact

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# The furnishings of success

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Ten years ago FRC Group was winning awards as a pioneering social enterprise. Today that pioneering spirit continues thanks to its work in capturing and measuring its social impact – a tool it uses to enhance the business on a daily basis. Ashley Curran profiles the RBS SE100 Impact Champion

**71%**

*of people completing FRC's training went into employment or further training*

FRC Group describes itself as a company that 'runs businesses that create profits and opportunities to change the lives of people in poverty and unemployment'.

**2,713**

*low income families in Merseyside were supplied with 'pre-loved' furniture*

Currently those businesses support low-income families and long-term unemployed people in Liverpool and Oldham and consist of Furniture Resource Centre, a one-stop furniture and furnishings supply company that delivers across the UK to registered social landlords, local authorities and charities; Bulky Bob's, a collection, re-use and recycling service for unwanted furniture and appliances; and Revive, a shop which sells 'pre-loved' furniture to the public – in particular low-income families. As a result, disadvantaged people can afford to purchase good quality furniture and thousands of tonnes of furniture are saved from landfill.

**85%**

*of staff said FRC made a 'positive difference to the world'*

The other aspect of the group's social impact is its employment and training programme. FRC Group offers six and 12-month paid contracts to the long-term unemployed, giving them the opportunity to gain real work experience and qualifications for a career in the logistics industry. In 2008/09 71 per cent of those completing the programme went in to employment or further training.

**58,373%**

*items of furniture and appliances were diverted from landfill*

**83%**

*of customers reported an 'excellent service'*

Verity Timmins, impact manager at FRC Group, says: 'Some staff have been out of work for a year. The longest unemployed was 18 years – you can't underestimate the everyday skills that a trainee gains.'

To make sure that impact is communicated as effectively as possible over the past four years FRC Group has carried out seven social return on investment (SROI) studies on different areas of its business. The return from these different activities has ranged between £1.52 and £2.49 per £1 invested.

The company is able to give customers, commissioners and the public real statistics and uses impact measurement as a management tool.

'Impact measurement helps us balance our business aims and our other agendas,' says Timmins.

'New tools are being added to the social accounting framework so each year we have a better sense of how we can best use the information collected to keep us on track.'

## QUALITY AND QUANTITY

FRC Group uses both qualitative measurement, based on anecdotal evidence, and quantitative measures drawn from the actual numbers. Both types of information appear in its impact report. But FRC Group does not see impact measurement as something that is done once a year for an annual report. Managers work on monthly updates and Timmins says this helps them to be more responsive to market changes and to become a better social business.

'Impact measurement tools keep us close to the data so we know which areas need addressing.'

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**"Impact measurement helps us balance our business aims and our other agendas"**

Verity Timmins, FRC Group

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Photo: Mick Hart and Alex Warrilow – cathode ray tube television recycling training in action at Bulky Bob's

Timmins recommends that organisations don't get too caught up with producing a report to please academics but instead focus on explaining their impact to stakeholders and managers.

So, for example, FRC Group uses four techniques of impact measurement: social accounting; social return on investment (SROI); the New Economics Foundation local multiplier effect; and the AA100AS assurance standard.

The report is audited by an independent social auditor and by a panel of FRC Group's stakeholders to make sure the information is verified and fairly presented.

To sum up the benefits of impact reporting Timmins says: 'With a systematic commitment to impact measurement the end result is more powerful. It is better for our business, for our social impact and economic growth, and ultimately, the more trainees we can have.' ■

## Cosmic

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Photo: Julie Harris,  
founder of Cosmic

131

beneficiaries were signed up to Cosmic's 'digital mentoring' programme in just six months

Cosmic believes that getting people connected through ICT (information and communication technology) services is important.

With the ever-increasing speed of development in the ICT industry there is a risk of a digital divide opening up between those with access and those without. East Devon based Cosmic attempts to bridge this gap throughout the South West of England.

The social enterprise offers website development, training, consultancy and technical support to individuals, businesses, voluntary and community organisations and the public sector.

One organisation that recently benefited from Cosmic's training and consultancy services is Sid Vale Association – a charity concerned with conserving the charm and attractiveness of the Sidmouth Valley.

Cosmic's Digital Mentoring project in partnership with Making IT, a locally managed grants scheme in the Blackdown Hills and East Devon area, aims to provide ICT workshops and training to local sole traders and small and medium enterprises.

According to Cosmic CEO Julie Harris, the Digital Mentoring project has been a huge success.

As for Cosmic's stellar performance when it comes to measure impact Harris says: 'I want to

be sure that every year we formally consider the views and ideas from the people we work with, so that Cosmic grows and develops with their feedback in mind. This has to be a key way that social enterprise sets itself apart from other businesses – working with people in mind, and looking to prove and improve as we do it.'

**“Cosmic recognises social accounting as a way in which our business can be improved year-on-year, and also how it can be used to effectively address the calls from our stakeholders to move in new directions and to address new social issues” Julie Harris, Cosmic**

Cosmic's social accounting has become so important to the organisation that its process is now legally enshrined in the company's constitution.

Meanwhile, findings from the 2006 impact accounts have prompted the development of an exciting new leadership programme through which Cosmic will be offering leadership guidance to other social enterprises looking to incorporate impact measurement into their businesses too. ■

3,119

service users were supported by Speaking Up last year, 92 per cent of whom felt their case was resolved successfully



Photo: Kim Maughan, who accesses Learning Disability Services, speaking to decision makers in Cambridgeshire during one of Speaking Up's Cambridgeshire Adult Parliament Days

## Advocacy Partners Speaking Up

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When Advocacy Partners Speaking Up joined the index it was just Speaking Up – the organisation has since merged with Advocacy Partners, but the belief in empowering people remains the same.

The social enterprise provides advocacy services, self-advocacy based projects and resources for people with learning difficulties, mental health issues and physical disabilities.

'Our purpose is to enable people who face disadvantage or discrimination to have a voice that counts,' says Carla Spain, head of marketing and awareness, 'We enable people to live life to the full and to have rights that are respected.' One person getting her voice heard is Kim

Maughan. She participates in one of Advocacy Partners Speaking Up's campaigning projects – the Cambridgeshire Adult Parliament. Maughan is one of the 35 'MPs' and 10 'cabinet ministers' with learning difficulties elected to represent the 1,500 disabled people across the county, tackling issues from banking to bus passes to day support and the ever growing issue of direct payments. Recent guests of the Cambridgeshire Adult Parliament include the mayor of Cambridgeshire, Westminster MPs and Learning Disability Partnership commissioners.

Advocacy Partners Speaking Up also recognises the importance of impact measurement. The social enterprise publishes an annual impact

report, which is externally audited, and is currently in the process of applying Social Return on Investment analysis across its advocacy services and projects.

'We are developing robust ways to measure the long - term impact in the lives of individuals we have supported,' says Spain – its Balanced Scorecard management tool being just one method, setting quarterly and annual impact targets.

And things can only get better for this social enterprise, explains Spain, since the merger with Advocacy Partners on 1 April,

'We will be building on the best that each previous organisation offered, taking the organisation in some new and innovative directions to offer ever more effective support to the people that matter most – the people who use our services.' ■

**92%**

*of the 2,774 people who received specialist training from Speaking Up reported an increased awareness of disability rights*

## The Wise Group

The Wise Group is a social enterprise that over the last 25 years has supported more than 25,000 people in Scotland and North East England previously excluded from the job market.

'We see employment as a route out of poverty for most people. But it's not just any job, it's got to be a job that leads to a better job and hopefully a career,' says Laurie Russell, CEO of The Wise Group.



Photo: The Wise group is all about work

One recent success has been Routes out of Prison. Funded by the Big Lottery, it offers employment support to

prison leavers serving a four-year sentence or less. Six weeks prior to release, prisoners are helped to integrate back into the community through a mentoring and coaching approach. The success of this programme has led to seven similar schemes being established across Scotland.

The Wise Group also believes in sustainability and regeneration programmes. The Wise Group's seven year contract with Cunninghame Housing Association has meant that trainees on the regeneration programme can learn on-the-job skills. Projects include home safety installation, environmental retro fittings, and a handy person's service for the over 60s.

However, it's The Wise Group's social impact measurement that makes them leaders in the index.

The social enterprise spends £100,000 on impact measurement per year. Social accounting is conducted every two years measuring the number of people it helps find jobs, the amount of carbon savings made and the volume of ground that has been regenerated. SROI is conducted on individual projects and assesses customer feedback, staff satisfaction, and stakeholder opinion.

'Social impact recording is very important,' says Russell. He points out that 85 per cent of The Wise Group's income comes from competitive tendering for contracts and 15 per cent comes through pitching ideas to funders, so being able to quantify its added value sometimes makes the difference.

What's more, Russell thinks that all businesses should conduct impact measurement and that this activity will soon be common practice.

He says: 'Now's the time for social enterprises to capitalise on people's frustration on businesses that don't assess the impact they have.' ■

**£100,000**

*is what The Wise Group spends on impact measurements each year*

**£14.6m**

*is the estimated total economic benefit for people moving into work in Glasgow through Wise Group projects*

“As a social enterprise we are driven by our vision to ‘create a fairer society, realise the potential of people and contribute to sustainable economic growth’. This demands a rich set of information. We need to understand the individual journeys that people embark on with The Wise Group and chart their experience with us and the difference this makes to their lives” Laurie Russell, The Wise Group

# Ambition

We encouraged start-up social enterprises to enter the RBS SE100 Index but in a separate category of the ‘Trailblazing Newcomers’. This was open to all organisations with fewer than three years of accounts, including companies in their first year and without their first results. These companies were excluded from the main index, which focuses on more established businesses

In total, 93 newcomers listed, posting total turnover of just over £21 million. The total projected turnover of the 73 newcomers able to provide this information is predicted to be more than £47 million. From the 29 organisations that could provide two sets of accounts, the average growth was 119.67 per cent, with median growth at 35.20 per cent. Projected average growth for the trailblazers was a stratospheric 14,260.45 per cent, projected median growth was 85.84 per cent.

Some 66 of our 93 newcomers completed the impact questionnaire, with 6 per cent scoring four out of five and 68 per cent scoring either two or three out of five. More details are available in the impact section of this report, and a comparison of business market activity among the newcomers is included in the business markets section of this report. ■

**93**

*the total number of newcomers on the index*

**119.67%**

*the average growth of newcomers on the index (calculated from 29 organisations who provided two years of turnover figures)*

**35.20%**

*the median growth of newcomers with the range varying from 1,566.67% to -95.47*

**12**

*out of the 33 entrants in the North West are newcomers – at 36 per cent this is the highest rate of newcomers for any region or country. London has the highest number overall with 29 newcomers and its rate of newcomers is 33 per cent*

**£21,094,178**

*the total turnover generated by newcomers on the index (calculated from 80 organisations who were provided latest turnover figures)*

**£263,677**

*is the average turnover for newcomers*

**£61,193**

*is the median turnover for newcomers*

**73**

*newcomers provided figures for their projected turnover*

**£47,152,777**

*is the total projected turnover of newcomers*

**14,260.45%**

*is the average growth projected by newcomers (we were able to calculate projected growth for 66 organisations)*

**85.84%**

*is the median projected growth of newcomers on the index*

**71%**

*of newcomers filled in the impact questionnaire. This compares to the main index where 79 per cent filled in the impact section*

## RBS SE100 Trailblazing Newcomer

The winner of the RBS SE100 Trailblazing Newcomer award, Create, scored 4/5 for its impact reporting and experienced 88% growth in turnover from 2008 to 2009. But its ambitions don't stop there. **Ashley Curran** reports



Create is a trailblazing social enterprise based in Leeds which runs a catering company, its own café and a 'pre-loved' clothing boutique.

It is the combination of rapid but sustainable growth, effective social impact measurement and far-reaching ambition that make this social enterprise a truly worthy trailblazer.

With a projected turnover of £1 million this coming year, Create aims to work in partnership with local service providers to replicate its business model in other disadvantaged areas across the country.

Established in 2007 this community interest company was set up in response to the growing number of homeless people in Leeds. Managing director Gary Stott says: 'We set up Create in order to provide meaningful activity, training and employment opportunities for people who have been homeless, marginalised or vulnerable.'

'Create exists to support vulnerable and chaotic adults back to work,' Stott adds. In doing so it builds community cohesion, reduces crime, nurtures entrepreneurial spirit and ensures the sustenance of the local and social economy.

Create Food was the company's first enterprise and is staffed by people from vulnerable backgrounds. Soon after, Café Create was established, offering employees 'front of house' training in a busy retail environment. There are three cafés in Leeds and one in Bradford. Following these successes, Found by Create, a boutique style charity shop selling pre-loved clothes was opened in October 2009 in Leeds.

Create also operates as an independent FareShare franchise, redistributing surplus food to disadvantaged communities in the West Yorkshire area. All the profits from Found by Create go towards supporting the FareShare charity.

Since September 2007 Create has trained 32 people in food hygiene, 18 in literacy and numeracy and 12 in money skills. The social enterprise has created 44 full-time, permanent jobs for people who were vulnerable or at risk and works with 70 volunteers who are making the transition to employment. Through FareShare it supplies an average of 50 meals each day, feeding more than 1,200 vulnerable people per week and preventing around 20 tonnes of food each month from going to landfill.

By 2012 the company intends to provide 50 full-time jobs across its businesses and develop 20 new business centres in other needy areas of the country, each employing at least 10 people. Create will continue to trail-blaze as it opens its first pre-employment training academy, Create Potential, in Leeds on 14 June. Supermarket giant Morrisons has given its support by being an anchor tenant in the centre and taking on graduates.

However, this ambitious social enterprise is under no illusions as to what a truly self-sustaining business looks like.

'There is a difference between growth and being fat,' acknowledges Stott. 'Some businesses will grow without means of sustaining that growth and then won't be able to deliver on their initial social objectives.'

Create currently makes 83 per cent of its turnover from trading alone. The company also understands the importance of impact measurement. It started conducting social return on investment (SROI) monitoring across its businesses, aiming to be completely transparent about its priorities and values. For every £1 invested into Create, it has calculated a social return on the investment of £7.12.

Ultimately, Stott explains, Create's success is due to the fact that the people who work for the company believe in what they are doing – many having experienced homelessness themselves.

'We believe in social enterprise as a radical tool that not only benefits so many, but also changes perceptions of society at large,' Stott says.

And changing perceptions is what Create does best – offering people a hand up not a hand out. ■

### 44

*the number of full-time, permanent jobs Create has generated for people who were vulnerable or at risk*

### £7.12

*The social return on every £1 invested into Create*

### 83%

*the proportion of turnover Create currently generates from trading alone*

### 20

*the number of new business centres Create intends to have set up by 2012 in other needy areas of the country, each employing at least 10 people.*

**Photo:** Tea Cups and Tassels - a vintage fair held at Found by Create, the organisation's charity boutique clothing store, in the St John's Centre, Leeds

# The social business marketplace

Social enterprises operate in a huge variety of business markets. Whatever you may need there's probably a social enterprise out there doing it. What's more, individual social businesses tend to operate in many different sectors. In the RBS SE100 Index we asked all the organisations that registered to nominate up to four business markets they worked in. Most entrants nominated more than one area. The result is 860 instances of activity across the eight sectors of: health and social care; retail (including fair trade); employment and training; finance; environment, recycling and renewables; education and youth; community enterprise (including trusts and transport); and leisure, sports, arts and culture

## 201

*organisations on the index are involved in the employment sector. This is the biggest sector in the index in terms of total organisations but, at £294,889,933, it comes third in terms of size of turnover*

## 38

*organisations on the index work in finance. It is the smallest sector in the index with the slowest rate of growth, running at 17.08 per cent*

## 49.73

*per cent is the average growth of the 83 organisations on the index involved in the environment, recycling and renewables sector. This is the highest growth per sector on the index. However, this sector also has the lowest average turnover (£1,284,785) on the index*

## £425,942,793

*is the total turnover of the 130 organisations on the index involved in health and social care – this is the largest total turnover for any sector. This sector also has the highest average turnover per organisation running at £4,240,991*

## 28

*per cent of organisations in the North East are involved in community enterprise. This far outstrips the percentage for this sector in other regions with most regions activity in community enterprise running between 11 and 15 per cent*

## 2

*the leisure, sports arts and culture sector comes second in terms of growth per sector growing at a rate of 43.11 per cent. 88 organisations are involved in this sector with the vast majority (28) operating in London – the next most popular region for is the East of England where 11 organisations operate in this sector*

## £73,729,242

*is the total turnover of the SE100 organisations involved in the retail sector which includes fair trade. This is the smallest total turnover for any sector. However, retail is also one of the least well represented areas on the index with 63 organisations, making it the second smallest sector*

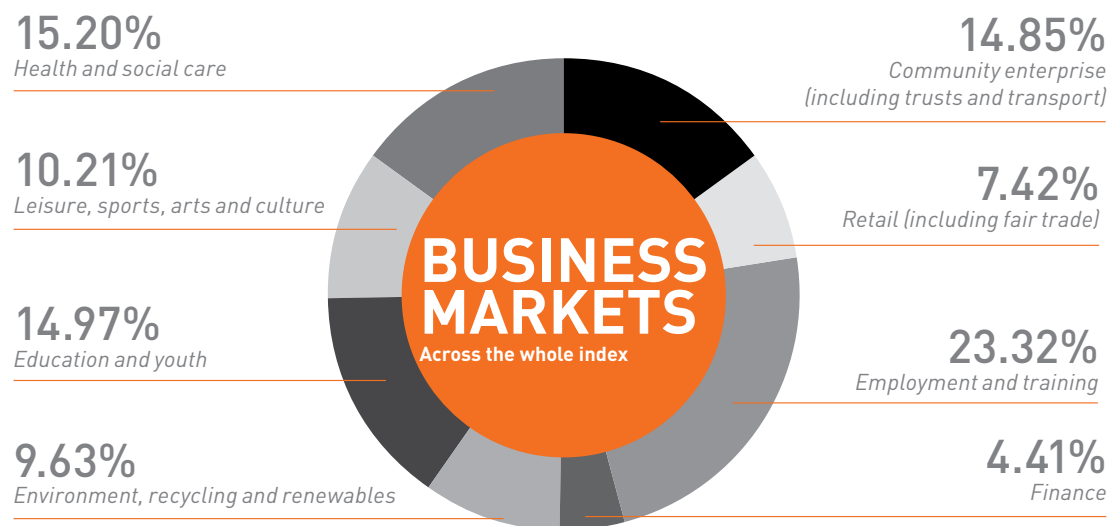
## 37

*of the 87 London organisations on the index work in the education and youth sector. At a rate of 18 per cent it is the region with the most organisations in total, and the most organisations as a percentage, involved in the education sector*

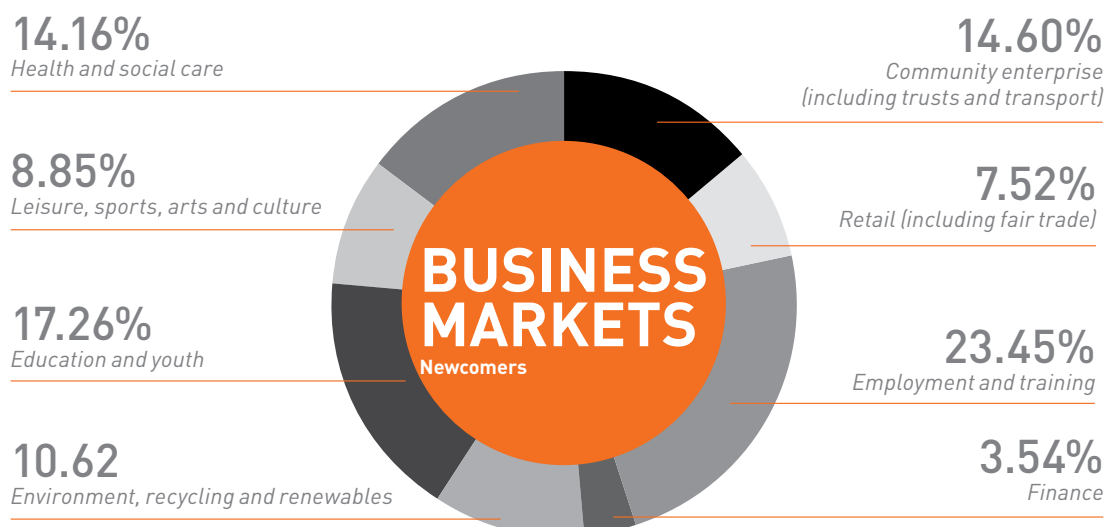
## Business market activity

We looked at eight different and fairly broad business markets and asked the social enterprises on the index to select up to four of these markets to define their main business activity. The following pie charts show how much activity there was in each business market in percentage terms, enabling comparisons between the eight markets. The first chart looks at all organisations on the index (calculated from a total of 862 choices of business activity). The second reflects the business activities of our newcomers (based on 226 choices of business activity). It leads us to conclude that the business activities of new and more established social enterprises are very similar, with newcomers slightly less likely to be involved in health and social care, in leisure or in finance but more likely to be involved in education or in the environment

### Whole index business markets



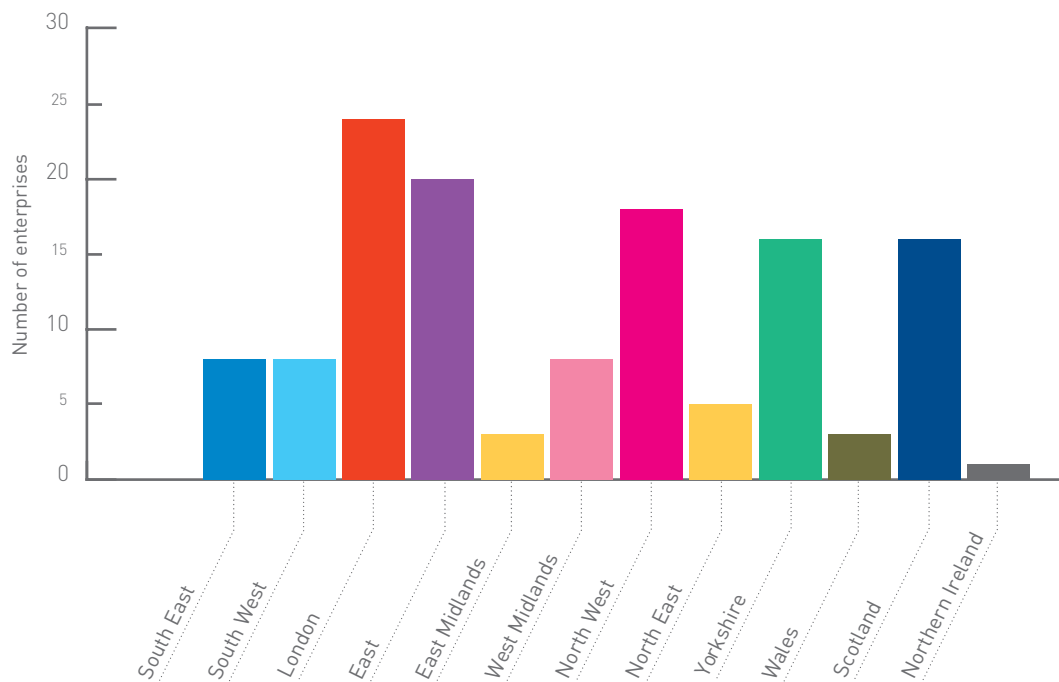
### Newcomers business markets



## TOP 10 GROWERS IN HEALTH AND SOCIAL CARE

ORGANISATION	REGION	TURNOVER (£)	GROWTH (%)
Phoenix Business Academy	West Midlands	178,000	374.10
Real Baby Milk CIC	South West	53,198	201.12
Theatre Resource	East	1,842,338	195.78
Pictures to Share CIC	North West	46,144	183.51
Hertfordshire Practical Parenting	East	82,881	171.14
Community Food Initiatives North East	Scotland	844,825	123.39
Greenshoots Catering	Wales	220,000	120
Trust Thamesmead	London	4,920,249	96.70
Social Enterprise Solutions (UK) CIC	North West	196,898	84.35
MaD - Make a Difference	South East	398,093	77.07

## SOCIAL ENTERPRISES OPERATING IN HEALTH AND SOCIAL CARE BY REGION

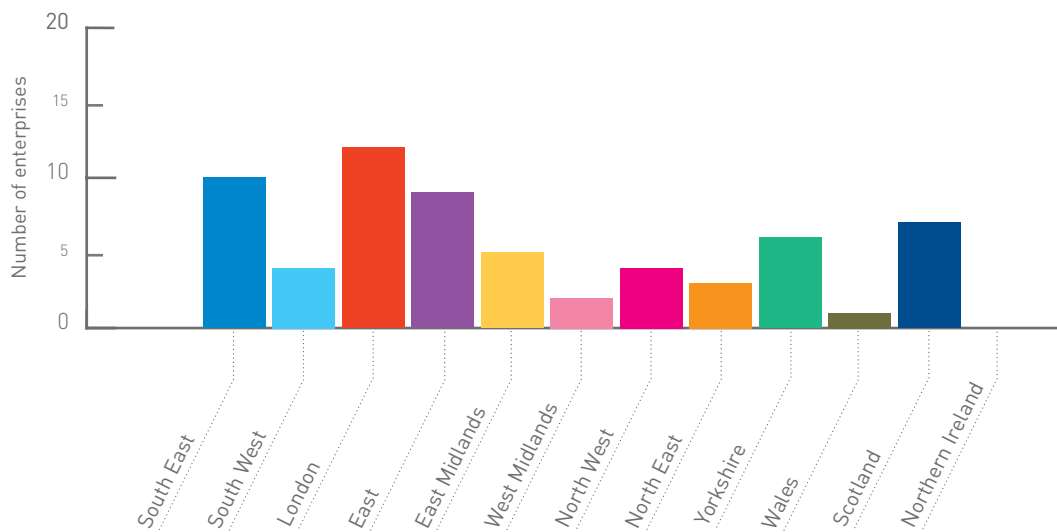




TOP 10 GROWERS IN RETAIL (INC FAIR TRADE)

ORGANISATION	REGION	TURNOVER (£)	GROWTH (%)
NCWRP	South East	103,159	750.87
Pictures to Share CIC	North West	46,144	183.51
BigBarn CIC	East	88,847	144.33
Belu Water Ltd	London	2702,410	82.92
PrimeTimers	London	641,908	59.75
Onya Innovations	South East	550,000	58.05
Way Out Experiences Ltd	South East	470,000	56.67
Mackworth Estate Community Association	East Midlands	29,461	55.99
Furniture Finders of Winsford Ltd	East Midlands	201,341	51.93
Ness Soaps	Scotland	145,625	51.87

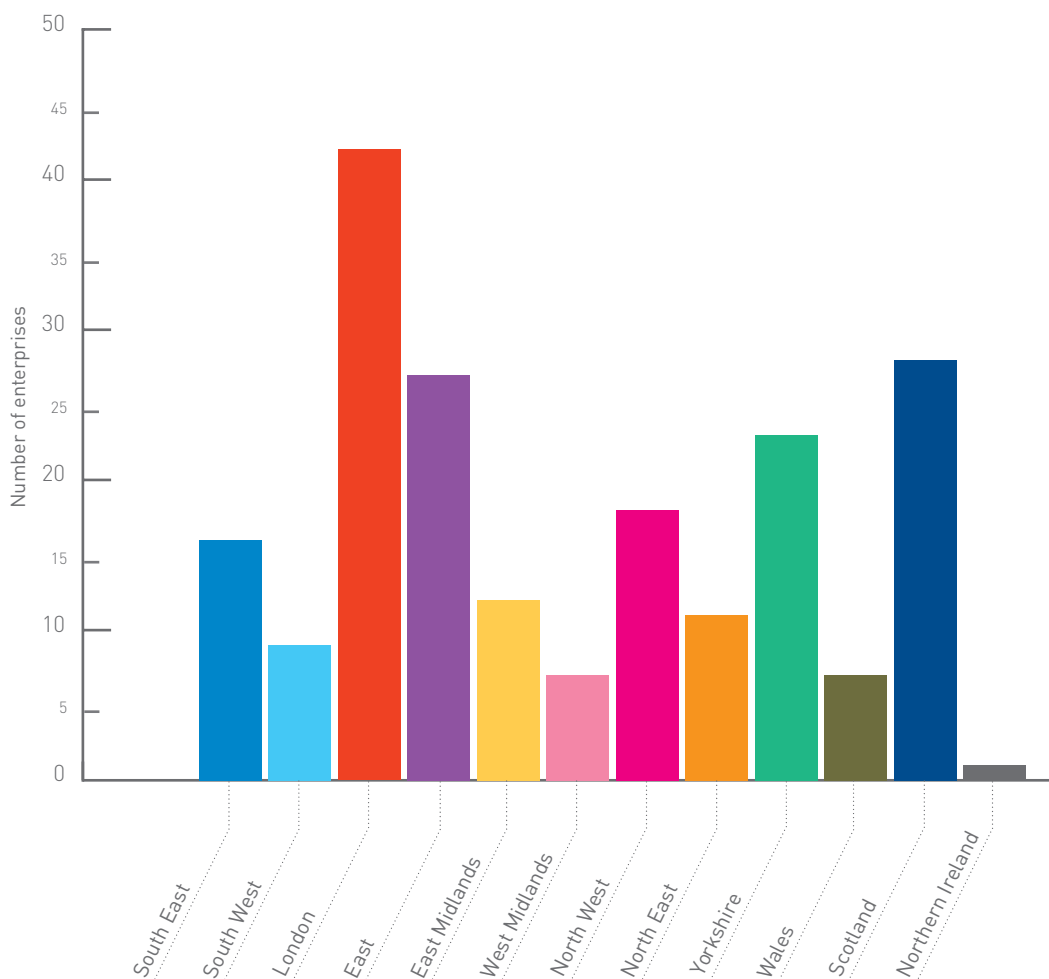
SOCIAL ENTERPRISES OPERATING IN RETAIL (INC FAIR TRADE) BY REGION



## TOP 10 GROWERS IN EMPLOYMENT AND TRAINING

ORGANISATION	REGION	TURNOVER (£)	GROWTH (%)
NCWRP	South East	103,159	750.87
Mow & Grow South East	East	1,231,766	710.73
Phoenix Business Academy	West Midlands	178,000	374.10
Theatre Resource	East	1,842,338	195.78
Community Food Initiatives North East	Scotland	844,825	123.39
Greenshoots Catering	Wales	220,000	120
Stockwell Partnership	London	663,000	116.67
Substance	North West	1,140,601	104.88
Broomby	Yorks & Humber	216,364	104.12
Trust Thamesmead	London	4,920,249	96.70

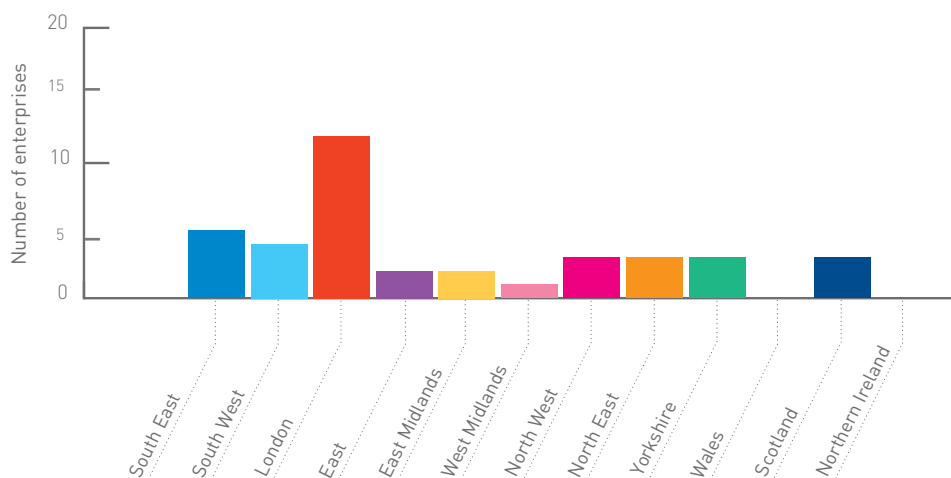
## SOCIAL ENTERPRISES OPERATING IN EMPLOYMENT AND TRAINING BY REGION



TOP 10 GROWERS IN FINANCE

ORGANISATION	REGION	TURNOVER (£)	GROWTH (%)
Impetus	Yorks & Humber	1,336,000	99.40
The Five Lamps Organisation	North East	1,740,000	74.52
Triodos Bank	South West	70,200,000	61.75
PrimeTimers	London	641,908	59.75
CaSE Insurance	South East	260,000	44.44
Capitalise Business Support	South East	182,539	43.05
Credit Union Solutions Ltd	London	155,000	38.39
The Towcester Partnership	East Midlands	60,000	33.33
People-Centered Economic Development	South West	29,000	31.82
GEMAP	Scotland	601,252	27.19

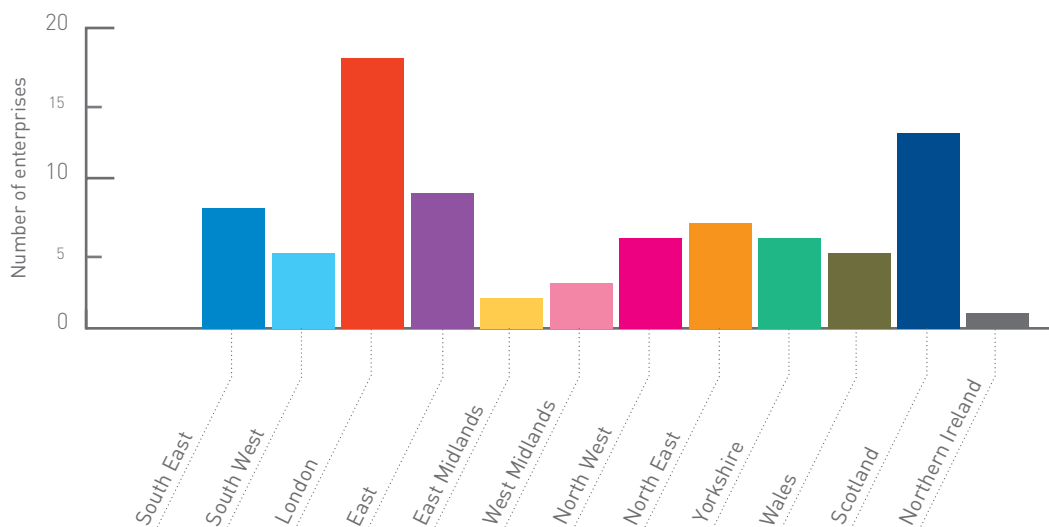
SOCIAL ENTERPRISES OPERATING IN FINANCE BY REGION



## TOP 10 GROWERS IN ENVIRONMENT, RECYCLING AND RENEWABLES

ORGANISATION	REGION	TURNOVER (£)	GROWTH (%)
NCWRP	South East	103,159	750.87
Mow & Grow	East	1,231,766	710.73
Phoenix Business Academy	West Midlands	178,000	374.10
The Big Lemon CIC	South East	260,606	158.92
BigBarn CIC	East	88,847	144.33
Community Food Initiatives North East	Scotland	844,825	123.39
London Bio Packaging	London	1,541,000	115.52
Impact Arts (Glasgow)	Scotland	1,711,102	93.28
Belu Water Ltd	London	2,702,410	82.92
Brighter Future Workshop Limited	North West	207,457	82.87

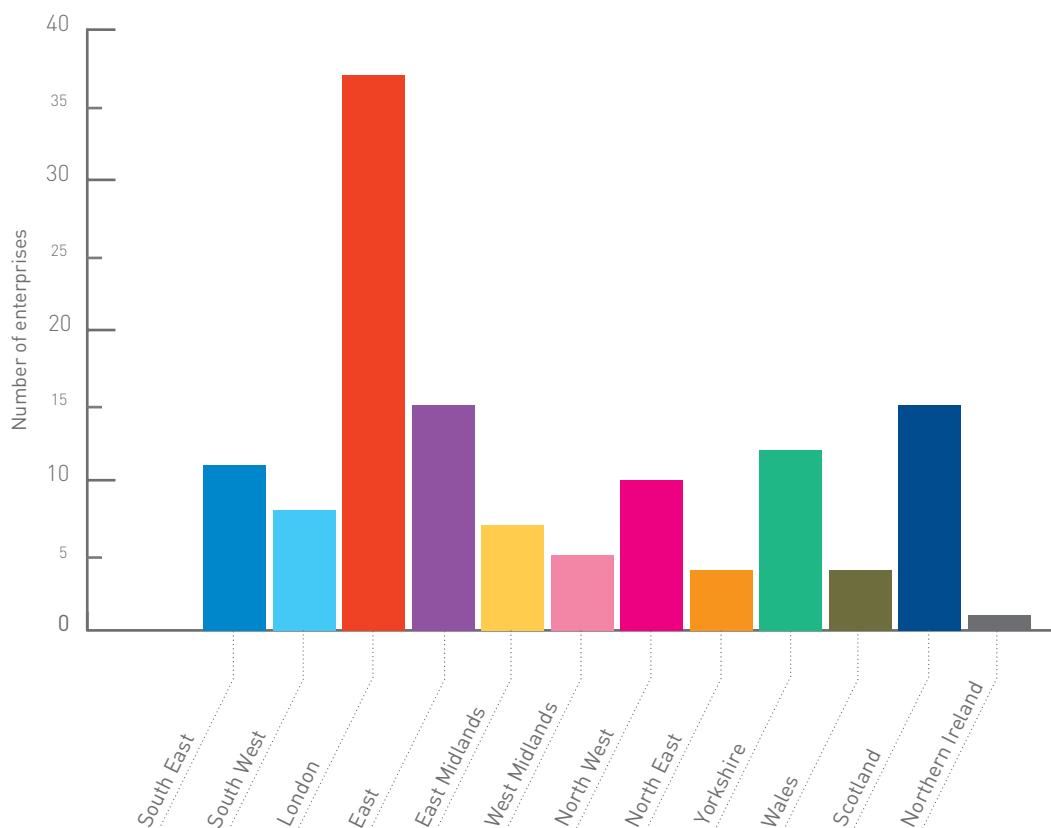
## SOCIAL ENTERPRISES OPERATING IN ENVIRONMENT, RECYCLING AND RENEWABLES BY REGION



TOP 10 GROWERS IN EDUCATION AND YOUTH

ORGANISATION	REGION	TURNOVER (£)	GROWTH (%)
Mow & Grow	East	1,231,766	710.73
Real Baby Milk CIC	South West	53,198	201.12
Theatre Resource	East	1,842,338	195.78
Hertfordshire Practical Parenting Programme Ltd	East	82,881	171.14
The Big Lemon CIC	South East	260,606	158.92
Community Food Initiatives North East	Scotland	844,825	123.39
Stockwell Partnership	London	663,000	116.67
Unity - Young People's Project	West Midlands	252,438	105.65
Substance	North West	1,140,601	104.88
Trust Thamesmead	London	4,920,249	96.70

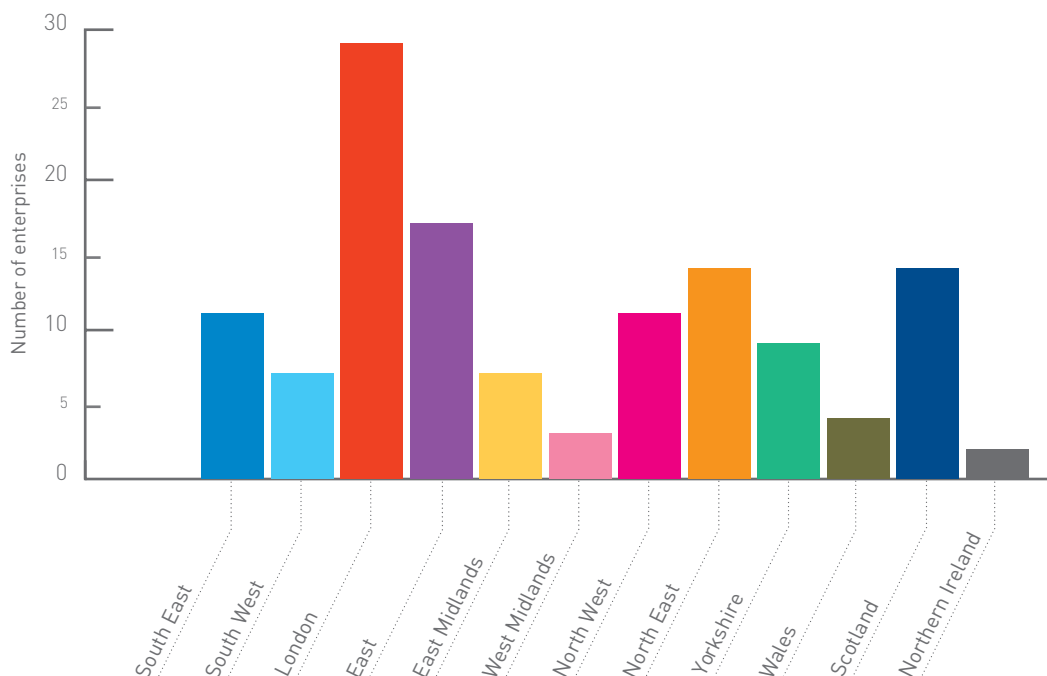
SOCIAL ENTERPRISES OPERATING IN EDUCATION AND YOUTH BY REGION



## TOP 10 GROWERS IN COMMUNITY ENTERPRISE (INCLUDING TRUSTS AND TRANSPORT)

ORGANISATION	REGION	TURNOVER (£)	GROWTH (%)
NCWRP	South East	103,159	750.87
Phoenix Business Academy	West Midlands	178,000	374.10
Hertfordshire Practical Parenting Programme Ltd	East	82,881	171.14
The Big Lemon CIC	South East	260,606	158.92
BigBarn CIC	East	88,847	144.33
Common Strategy	Scotland	128,448	132.17
Stockwell Partnership	London	663,000	116.67
Social Enterprise Solutions (UK) CIC	North West	196,898	84.35
Brighter Future Workshop Limited	North West	207,457	82.87
Fusion Lifestyle	London	20,351,000	81.41

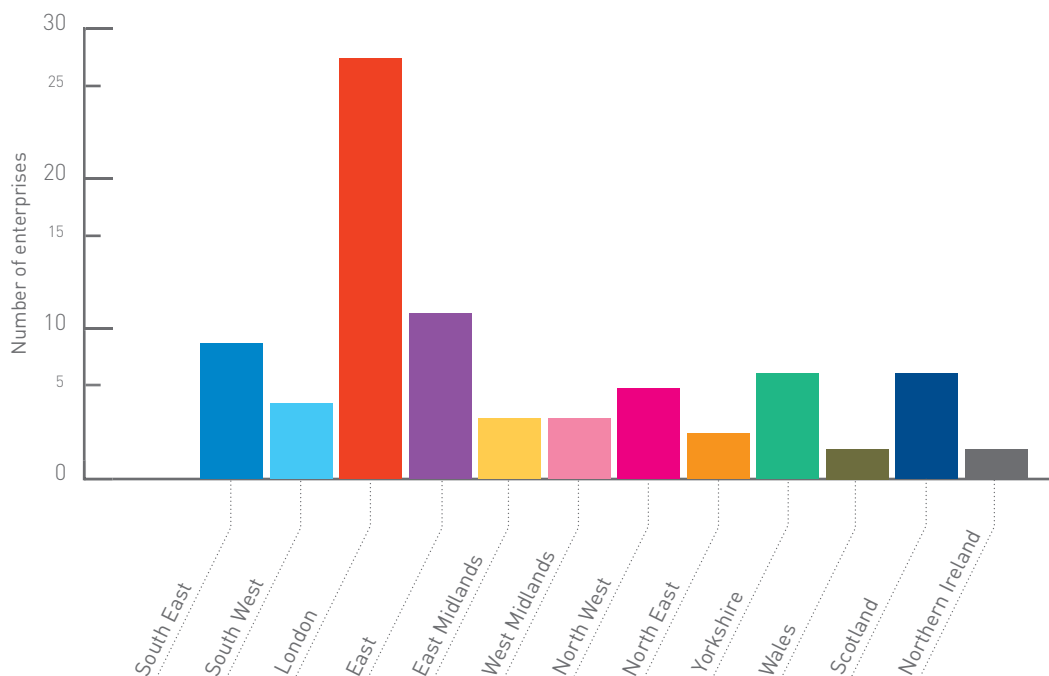
## SOCIAL ENTERPRISES OPERATING IN COMMUNITY ENTERPRISE BY REGION



TOP 10 GROWERS IN LEISURE, SPORTS, ARTS AND CULTURE

ORGANISATION	REGION	TURNOVER (£)	GROWTH (%)
Mow & Grow	East	1,231,766	710.73
Theatre Resource	East	1,842,338	195.78
Pictures to Share CIC	North West	46,144	183.51
The Big Lemon CIC	South East	260,606	158.92
BigBarn CIC	East	88,847	144.33
Common Strategy	Scotland	128,448	132.17
Stockwell Partnership	London	663,000	116.67
Unity - Young peoples project	West Midlands	252,438	105.65
Substance	North West	1,140,601	104.88
Trust Thamesmead	London	4,920,249	96.70

SOCIAL ENTERPRISES OPERATING IN LEISURE, SPORTS, ARTS AND CULTURE BY REGION



**WHICH SECTOR HAD THE HIGHEST GROWTH IN THE INDEX?**
(organisations with at least three years of accounts)
**49.73%**
**ENVIRONMENT, RECYCLING AND RENEWABLES**
**43.11%**
**LEISURE, SPORTS, ARTS AND CULTURE**
**39.26%**
**RETAIL (INC FAIR TRADE)**
**37.42%**
**EDUCATION AND YOUTH**
**34.31%**
**EMPLOYMENT AND TRAINING**
**30.72%**
**COMMUNITY ENTERPRISE (INCLUDING TRUSTS AND TRANSPORT)**
**26.58%**
**HEALTH AND SOCIAL CARE**
**17.08%**
**FINANCE**
**WHICH SECTOR HAD THE HIGHEST GROWTH IN OUR TOP 100 ORGANISATIONS?**
**130.53%**
**ENVIRONMENT, RECYCLING AND RENEWABLES**
**102.45%**
**RETAIL (INC FAIR TRADE)**
**96.23%**
**COMMUNITY ENTERPRISE (INCLUDING TRUSTS AND TRANSPORT)**
**91.19%**
**LEISURE, SPORTS, ARTS AND CULTURE**
**84.29%**
**EMPLOYMENT AND TRAINING**
**81.00%**
**EDUCATION AND YOUTH**
**70.98 %**
**HEALTH AND SOCIAL CARE**
**48.03 %**
**FINANCE**
**WHICH SECTOR COMES TOP OF THE CLASS IN OUR IMPACT MEASUREMENT TEST?**
**59.27%**
**HEALTH AND SOCIAL CARE**
**52.39%**
**EDUCATION AND YOUTH**
**52.38%**
**ENVIRONMENT, RECYCLING AND RENEWABLES**
**52.14%**
**EMPLOYMENT AND TRAINING**
**51.19%**
**LEISURE, SPORTS, ARTS AND CULTURE**
**50.00%**
**RETAIL (INC FAIR TRADE)**
**48.00%**
**COMMUNITY ENTERPRISE (INC TRUSTS AND TRANSPORT)**
**47.33%**
**FINANCE**
**METHODOLOGY NOTE**

The percentage score for impact measurement is worked out by adding up all the impact scores for each sector and then dividing by the score they would have received if each organisation in that sector had scored a perfect five out of five



WHICH SECTOR HAD THE HIGHEST  
AVERAGE TURNOVER?

(three years and over only)

£4,240,991

HEALTH AND SOCIAL CARE

£4,169,967

FINANCE

£3,207,590

COMMUNITY ENTERPRISE  
(INCLUDING TRUSTS AND TRANSPORT)

£2,031,658

EMPLOYMENT AND TRAINING

£2,841,661

LEISURE, SPORTS, ARTS AND CULTURE

£1,592,557

EDUCATION AND YOUTH

£1,556,830

RETAIL (INC FAIR TRADE)

£1,284,785

ENVIRONMENT, RECYCLING AND RENEWABLES

WHICH SECTOR HAD THE HIGHEST  
TOTAL TURNOVER?

(all organisations)

£425,942,793

HEALTH AND SOCIAL CARE

£309,477,324

COMMUNITY ENTERPRISE (INCLUDING  
TRUSTS AND TRANSPORT)

£294,889,933

EMPLOYMENT AND TRAINING

£196,328,228

LEISURE, SPORTS, ARTS AND CULTURE

£153,797,142

EDUCATION AND YOUTH

£122,121,283

FINANCE

£81,296,012

ENVIRONMENT, RECYCLING  
AND RENEWABLES

£73,729,242

RETAIL (INC FAIR TRADE)

<sup>1</sup>The SE100 collected data from 350 organisations, 257 of which have been operating for more than three years. Of these we were able to calculate the growth of 251 organisations. Those with fewer than three years of trading accounts were included in our newcomers' index.

# The RBS SE100 map of the UK

The size of each circle represents the total number of 'instances of business activity' in each region or country...

## SCOTLAND

103 business activities by 39 organisations

## NORTH EAST

50 business activities by 21 organisations

## NORTH WEST

76 business activities by 33 organisations

## YORKS

82 business activities by 31 organisations

## EAST MIDLANDS

42 business activities by 15 organisations

## WEST MIDLANDS

33 business activities by 15 organisations

## WALES

26 business activities by 13 organisations

## EAST

110 business activities by 36 organisations

## LONDON

202 business activities by 87 organisations

## SOUTH EAST

78 business activities by 34 organisations

## SOUTH WEST

50 business activities by 23 organisations

# Geographical variations

The social enterprise bug is spreading fast. Caspar van Vark spoke to representatives from organisations on the index and from regional bodies to get a clearer picture of the climate for success in different parts of the UK

Speaking at the annual social enterprise conference, Voice10, earlier this year, the new CEO of the Social Enterprise Coalition, Peter Holbrook, declared his wish to see 'a full-blown pandemic of social enterprise across the world'.

Global statistics might not yet be available, but data on the performance of social enterprises over the past year indicates that in the UK, at least, the sector is in a good position to infect the world with the social enterprise bug. Total average growth for all 251 organisations on the index with three years of accounts is 28.88 per cent, median growth is 12.45 per cent.

Each individual region shows growth, even if the extent of it varies wildly: Wales comes in at 15.56 per cent average growth, while the South East of England boasts 56.07 per cent.

The top five growers in England as a whole include two organisations from the East: Theatre Resource and the growth champion Mow & Grow. Overall the East posts the third highest average growth figure, at 38.03 per cent, below the South East and West Midlands (51.09 per cent).

SEEE (Social Enterprise East of England) attributes the region's healthy growth figure to good communication, networking and support. Laurie Nichol, SEEE's communications officer, points to other specific initiatives, like the organisation's own 'mini Wikipedia'.

The SEEE Wiki, launched in March this year, is itself a growing resource, with around 175 pages of information, definitions and case studies. 'We wanted to provide information in normal, everyday language, and not make it too basic or

too in-depth,' says Nichol. 'It includes basic definitions, so that start-ups can learn about legal structures, for instance.'

Initiatives like this have helped to build a sense of community in the social enterprise sector, according to Nichol, where organisations can feed off each other's knowledge and experience, and support each other.

One of the top five growers within the region and in England is Theatre Resource, which recorded a 193 per cent rate of growth in turnover from the previous year. Theatre Resource is an arts organisation working with disabled people and other socially disadvantaged groups.

'As an organisation, we have networked well around the region, building partners, collaborators and clients over a number of years,' says John Baraldi, head of development and communication. 'Most importantly, we've always been thinking strategically about the long-term, spotting the gaps and noting trends so that we are well-prepared for taking advantage of changes. I suppose it's the difference between being a surfer rather than a swimmer. We look for waves to ride rather than strenuously ploughing our way through the water. It's about keeping on top of changes rather than being overwhelmed by them.'

In the capital, growth is not quite so high – but still healthy at an average 23.93 per cent.

'Over the last 12 months we have seen a period of unprecedented turmoil and social enterprises have of course had to adapt and change along with the rest of the economy,' says Matt Jarratt, membership and communications manager at Social Enterprise London. →

## 860

*instances of business activity across eight sectors are covered by the 350 organisations on the index (NB this may be an underestimate as the index only allows organisations to nominate up to four areas of activity)*

## 56.07

*the average growth in the South East – the highest for any region or country in the SE100*

## 15.13

*the average growth of East Midlands SE100 entrants – the lowest for any region or country*

**£9,400,630**

*the average turnover of SE100 social businesses in the South West – the highest for any region or country*

'But at SEL we've found within our membership a resilience to recession. The grounded, community focus of the majority of social enterprises gives them a strong root within their locality, and engenders real customer loyalty.'

The fact that SEL's membership has more than doubled in the past year to more than 2,000 is further evidence that the sector there is proving robust.

North of the border there is reason to cheer too, with the average growth of Scotland's index participants running at 22.81 per cent.

According to a February Ipsos Mori poll, 65 per cent of adults in Scotland understood the term social enterprise, up 11 per cent in just six months,' says Callum Chomczuk, policy and communications officer at Social Enterprise Scotland.

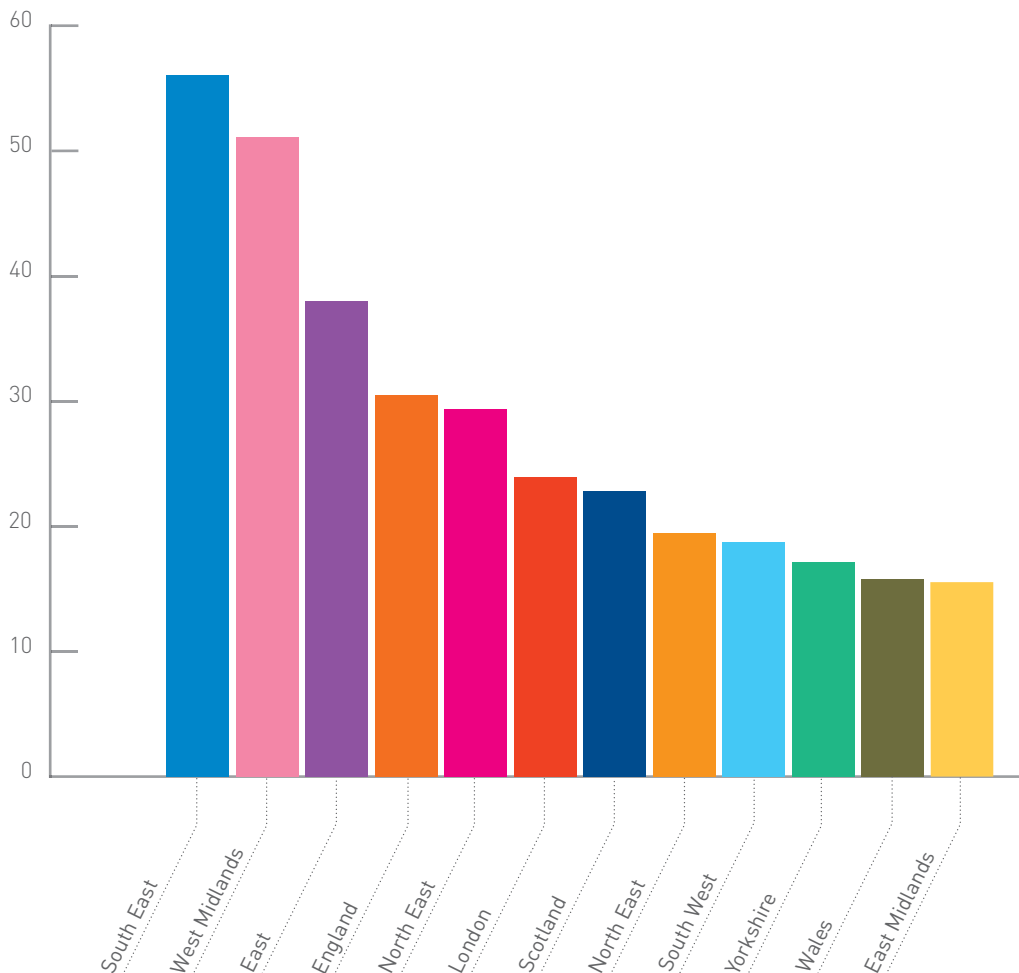
'The survey also revealed 81 per cent of those thought the UK Government should do more to encourage investment in social enterprise, with 79 per cent agreeing that there should be specific tax incentives – accountants and policy makers take note.

'Meanwhile, data released by Scotland's Chief Statistician this year shows the social economy turnover stood at £3,064m as at March 2009.

This represents a 4.3 per cent increase on the previous year – which was in the midst of the recession. It shows how increasingly important the social enterprises are to the Scottish economy,' says Chomczuk.

The East Midlands and Wales post the lowest average growth on the index, at a little over 15 per cent each.

## WHICH REGION/COUNTRY IS GROWING THE FASTEST?



'You have to bear in mind the geography,' says John Bennet, CEO of Welsh social enterprise Pack-IT and recently appointed head of the new Welsh Social Enterprise Coalition.

'Wales has lots of potential, but not necessarily on the individual scale you might get in Hackney.'

'From what I can see, the sector in Wales is healthy. Yes, it's been a bit behind in progressing, but it's getting there.'

'When I start in July, one of the first things I'll do is find out how much social enterprise is really going on in Wales. In two years, you should be able to go to a business breakfast and have people know what social enterprise is.'

Theatre Resource's John Baraldi feels the outlook is good as a whole, and that organisations in the social enterprise sector need to be flexible

and responsive if they are to thrive, especially in the current economic climate.

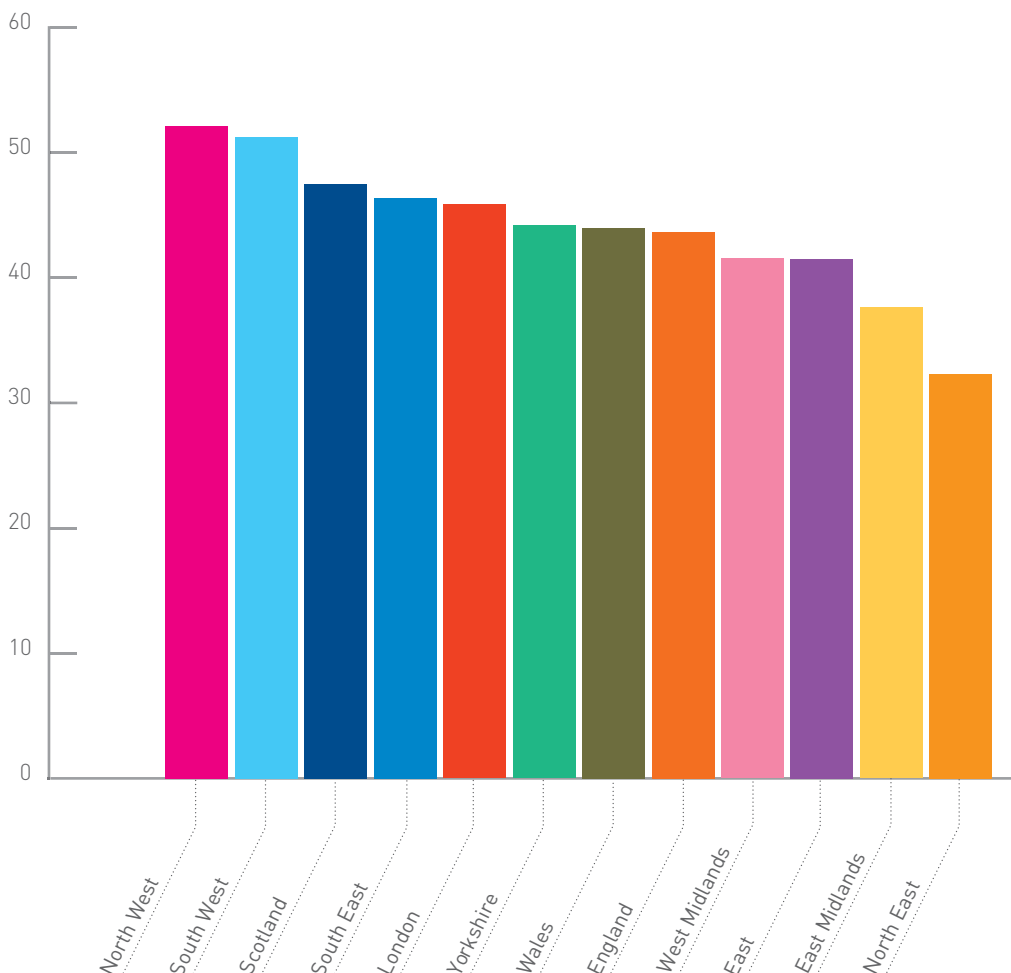
'I think that there are lots opportunities – as long as organisations are open-minded. Mergers and collaborations are obvious ways of taking advantage of opportunities – saving money as well as building up new resources.'

'There are common themes which are obvious, and which will not go away: unemployment, community cohesion, lifelong learning, and health in its broadest sense. Social enterprises are there on the front line – waiting to be used – and able to offer good services effectively and creatively.' ■

7

*Organisations in Scotland scored 5/5 or 4/5 in the impact measurement questionnaire – the highest for any region or country (for a complete ranking of the regions and countries by turnover, growth and impact see the back pages of this section)*

## WHICH REGION/COUNTRY IS DOING THE BEST ON IMPACT REPORTING?



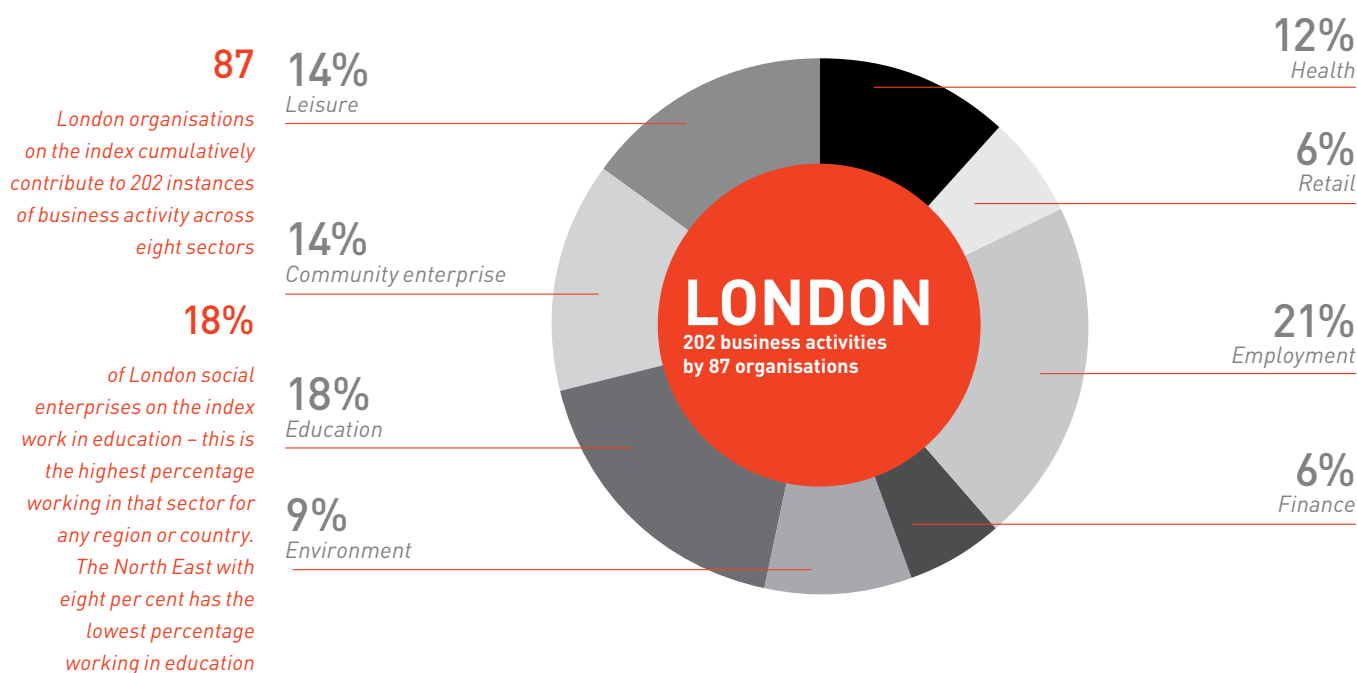
**METHODOLOGY FOR REGIONAL IMPACT STATISTICS:**

We wanted to compare the efforts being made in each region and country to measure and report on impact. To do this, we added up all the impact scores from each region and expressed them as a percentage of the maximum total points that could have been scored. So, if there were three organisations, for example, with one scoring 5/5, the second scoring 3/5 and the other scoring 1/5, that's a total of 9/15, which equals 60 per cent.

Top of the regional averages is the North West, with 52.14 per cent. The North East scores lowest, with an average of 32.86 per cent. The full breakdown per region/country is shown in the bar chart.

## The geography of growth and business activity

We asked index participants to nominate up to four main areas of business activity, with eight areas to choose from. Many of our 350 participants chose more than one area, resulting in a total of 862 choices – which we have described as ‘instances of business activity’. The following charts show the breakdown of this activity on a region-by-region basis, as well as showing the five fastest growers per region (from those organisations operating for at least three years)



### 21% LONDON: THE FASTEST GROWERS OPERATING FOR AT LEAST THREE YEARS

of London social enterprises work in the area of employment – the busiest area of activity for London organisations

ORGANISATION	TURNOVER (£)	GROWTH (%)
Stockwell Partnership	663,000	116.67
London Bio Packaging	1,541,000	115.52
Trust Thamesmead	4,920,249	96.70
Belu Water Ltd	2,702,410	82.92
Women Like Us	944,317	82.52

**EAST: THE FASTEST GROWERS OPERATING FOR AT LEAST THREE YEARS**

ORGANISATION	TURNOVER (£)	GROWTH (%)
Mow & Grow	1,231,766	710.73
Theatre Resource	1,842,338	195.78
Hertfordshire Practical Parenting Programme Ltd	82,881	171.14
BigBarn CIC	88,847	144.33
Graphic Design & Print CIC	127,649	52.48

**3.06**

instances of business activity per enterprise is the average amount generated in the East of England, this is the highest rate per region or country. Next comes Yorkshire with a rate of 2.65, Scotland with 2.64 and the East Midlands with 2.63. Wales has the lowest rate of multi-sector activity. On average businesses are involved in two different business sectors per organisation in Wales



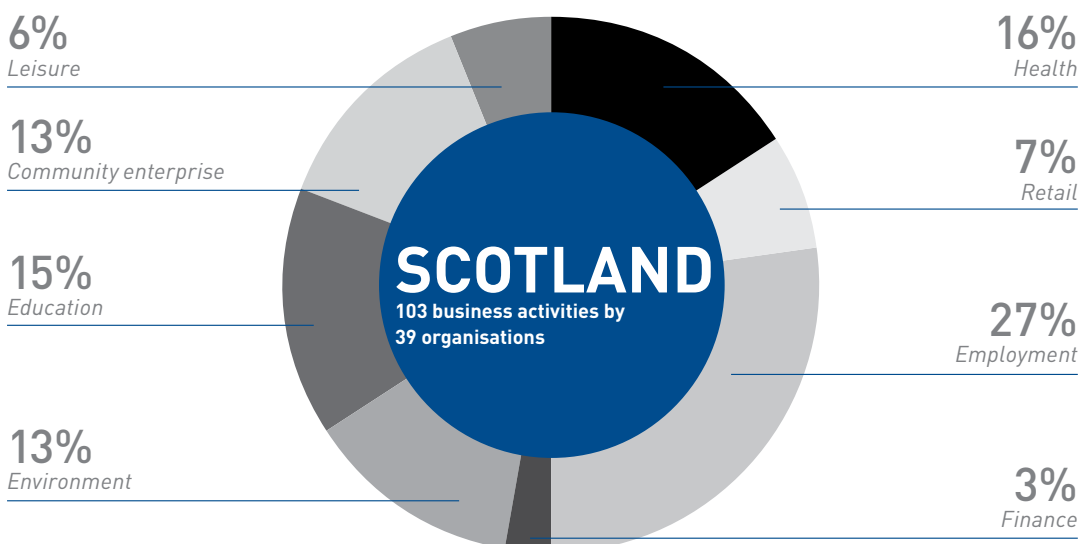
2% of organisations in the East of England work in finance – this is the second lowest figure for that sector for any region or country. In terms of total numbers London’s 12 organisations (equalling 6 per cent of London activity) is by far the biggest finance cluster on the index

**SCOTLAND: THE FASTEST GROWERS OPERATING FOR AT LEAST THREE YEARS**

ORGANISATION	TURNOVER (£)	GROWTH (%)
Common Strategy	128,448	132.17
Community Food Initiatives North East	844,825	123.39
Impact Arts (Glasgow)	1,711,102	93.28
Social Enterprise Clydebank	500,000	53.37
Ness Soaps	145,625	51.87

**39**

Scottish social businesses on the index cumulatively contribute to 103 instances of business activity across eight sectors



**27**

per cent of Scottish organisations work in employment. This represents 11 per cent more activity than in any other sector in Scotland

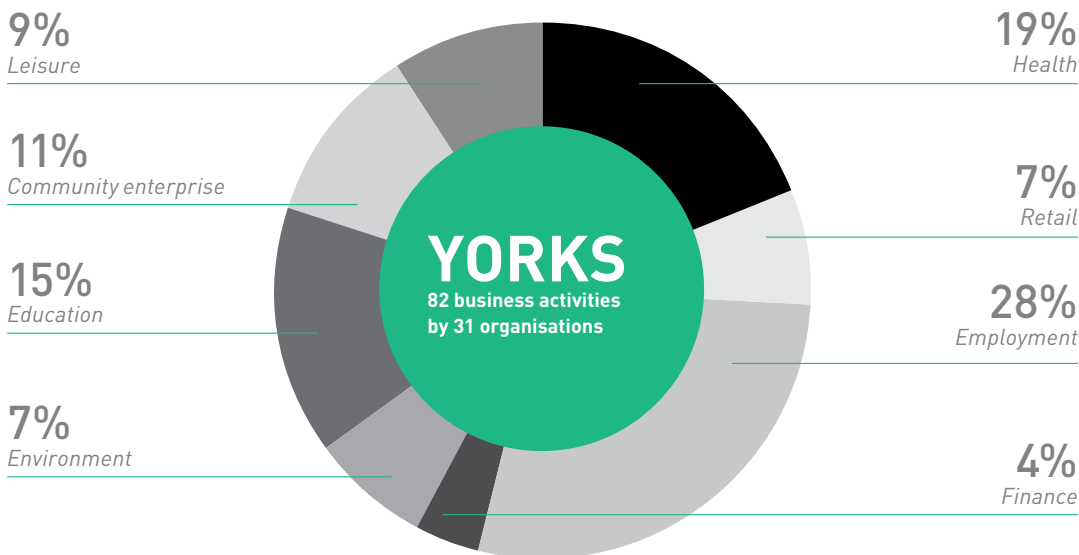
**82 YORKS AND HUMBER: THE FASTEST GROWERS OPERATING FOR AT LEAST THREE YEARS**

ORGANISATION	TURNOVER (£)	GROWTH (%)
Broomby	216,364	104.12
Impetus	1,336,000	99.40
The Camberwell Project, Ltd.	950,000	46.15
Speak Up	517,500	43.75
Patient Opinion	247,000	42.77

*instances of business activity across eight sectors is the cumulative result of Yorkshire and Humber's 39 organisations on the index*

**28**

*per cent of Yorkshire and Humber social enterprises are involved in employment. This is the most popular area of work for that region and narrowly comes in second in terms of highest percentage per sector per geographic area across the UK – the East Midlands pips them at the post with 29 per cent of its index entrants working in the employment field*



**SOUTH EAST: THE FASTEST GROWERS OPERATING FOR AT LEAST THREE YEARS**

ORGANISATION	TURNOVER (£)	GROWTH (%)
NCWRP	103,159	750.87
MiLlfe UK CIC	673,000	225.12
The Big Lemon CIC	260,606	158.92
Plunkett Foundation	2,860,286	137.12
OxFizz	5,000	100

*instances of business activity across eight sectors represents the output of the South East's 35 organisations on the index*

**13%**

*of the SE100 entrants from the South East work in retail, the highest percentage in that sector for any region or country*





**NORTH WEST: THE FASTEST GROWERS OPERATING FOR AT LEAST THREE YEARS**

ORGANISATION	TURNOVER (£)	GROWTH (%)
Pictures to Share CIC	46,144	183.51
Substance	1,140,601	104.88
Social Enterprise Solutions (UK) CIC	196,898	84.35
Brighter Future Workshop Limited	207,457	82.87
Unlimited Potential	494,326	52.96

8%  
Leisure

14%  
Community enterprise

13%  
Education

8%  
Environment

4%  
Finance



24%  
Health

5%  
Retail

24%  
Employment

**33**

organisations in the North West cumulatively contribute to 76 of the 860 instances of business activity which is the output of SE100 social businesses

**12**

North West organisations operating for less than three years means it has a newcomer proportion of 36 per cent – the highest on the index. The East of England’s rate of 5.6 per cent is the lowest. London, with 29 newcomers, has the highest number overall and has a healthy rate of newcomers at 33 per cent of its SE100 entrants operating for three years or less

**SOUTH WEST: THE FASTEST GROWERS OPERATING FOR AT LEAST THREE YEARS**

ORGANISATION	TURNOVER (£)	GROWTH (%)
Real Baby Milk CIC	53,198	201.12
Triodos Bank	70,200,000	61.75
People-Centered Economic Development	29,000	31.82
Social Enterprise Outcomes Ltd	15,000	27.11
Radstock Co-operative Society	18,168,891	10.12

10%  
Leisure

14%  
Community enterprise

16%  
Education

10%  
Environment



16%  
Health

8%  
Retail

18%  
Employment

8%  
Finance

**23**

South West SE100 organisations are responsible for 50 instances of business activity across eight sectors. This equals a rate of multi-sector activity of 2.17, the second lowest rate on the index

**8**

the South West, with eight per cent, has the highest percentage of organisations on the index working in finance. Wales has no index entrants involved in finance, but is also the second smallest sample on the index

28

**NORTH EAST: THE FASTEST GROWERS OPERATING FOR AT LEAST THREE YEARS**

per cent of the organisations in the North East work in the community enterprise sector. This far outstrips any other region or country of comparable statistical size, with most regions' activity in community enterprise running between 11 and 15 per cent

ORGANISATION	TURNOVER (£)	GROWTH (%)
Acumen Community Enterprise Development Trust Ltd	3,667,274	94.67
The Five Lamps Organisation	1,740,000	74.52
Future Regeneration of Grangetown (FROG)	277,985	60.49
Holy Island of Lindisfarne Community Development Trust	650,000	50.99
Berwick Community Trust	275,000	46.28

5

instances of North East health sector activity represents 10 per cent of all its activity. This is a radically different total number and percentage to its neighbour the North West which records 18 instances of health sector activity equating to 24 per cent – the highest percentage on the index



2.63

**EAST MIDLANDS: THE FASTEST GROWERS OPERATING FOR AT LEAST THREE YEARS**

is the rate of multi sector activity in the East Midlands with its 16 organisations on the index contributing to 42 instances of business activity across eight sectors

ORGANISATION	TURNOVER (£)	GROWTH (%)
Mackworth Estate Community Association	29,461	55.99
Hill Holt Wood	828,415	53.88
The Towcester Partnership	60,000	33.33
Sharp Trading (Leicester Ltd) trading as STRIDE	1,576,866	22.20
The TREES Group	8,466,429	15.04

29

per cent of social enterprises in the East Midlands work in the employment sector – the highest proportion for that sector for any region or country in the UK



**WEST MIDLANDS: THE FASTEST GROWERS OPERATING FOR AT LEAST THREE YEARS**

ORGANISATION	TURNOVER (£)	GROWTH (%)
Phoenix Business Academy	178,000	374.10
Unity - Young peoples project	252,438	105.65
Sport 4 Life UK	231,666	55.66
ISE (Initiative for Social Entrepreneurs)	726,852	43.20
Future Health & Social Care	4,756,558	18.91

**33**

instances of business activity across eight sectors is the cumulative output the 15 organisations from the West Midlands on the SE100 – this equals a rate of multi-sector activity of 2.2 – the third lowest rate on the index



**24**

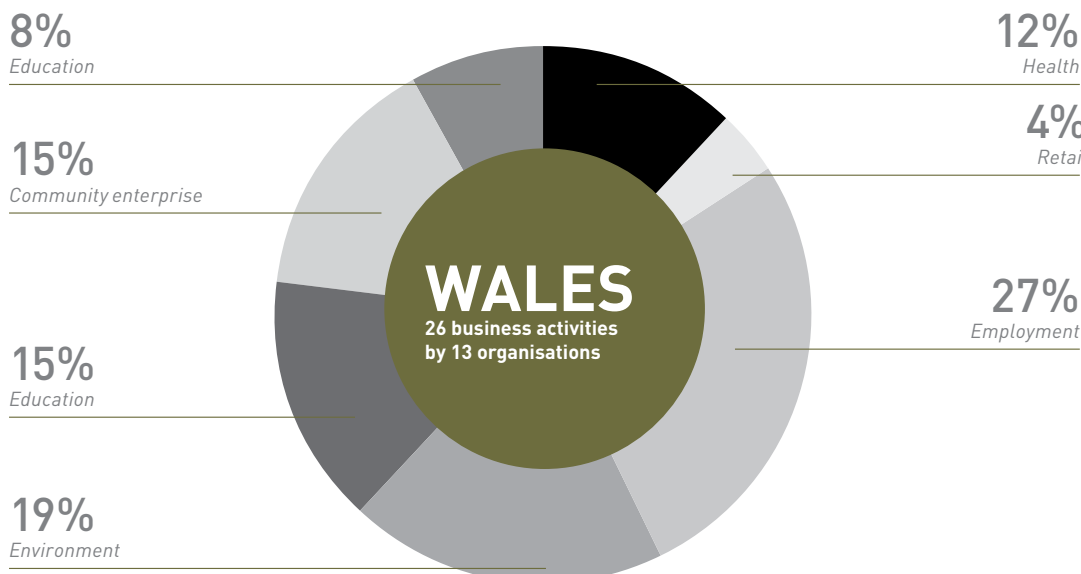
per cent of SE100 entrants from the West Midlands work in the health sector, this is the equal highest proportion per region or country for that sector. The North West also has 24 per cent of its SE100 entrants working in health

**WALES: THE FASTEST GROWERS OPERATING FOR AT LEAST THREE YEARS**

ORGANISATION	TURNOVER (£)	GROWTH (%)
Green Shoots Catering	220,000	120
Nofit State Circus	1,303,980	69.64
Green Horizons	75,000	36.36
Vision 21 Cyfle Cymru	720,044	12.75
Pack-It Group	1,087,776	-2.12

**26**

instances of business activity are generated by the 13 Welsh social enterprises on the index. Wales has a rate of multi-sector activity of exactly 2 (ie on average each organisation is involved in two different business sectors) – the lowest on the index



**19**

per cent of Welsh enterprises are involved in the environment sector – by far the highest percentage per region or country on the index. The median percentage for the environmental sector is 9

## RANKING OF THE REGIONS AND COUNTRIES BY...

## HIGHEST AVERAGE GROWTH

(three years and over only)

56.07%  
SOUTH EAST

51.09%  
WEST MIDLANDS

38.03%  
EAST

30.47%  
ENGLAND

29.35%  
NORTH WEST

23.93%  
LONDON

22.81%  
SCOTLAND

19.57%  
NORTH EAST

18.73%  
SOUTH WEST

17.11%  
YORKS AND HUMBER

15.56%  
WALES

15.13%  
EAST MIDLANDS

## MEDIAN GROWTH

(three years and over only)

20.76%  
LONDON

18.71%  
NORTH EAST

17.13%  
WEST MIDLANDS

17.7%  
SOUTH EAST

14.69%  
YORKS AND HUMBER

13.80%  
NORTH WEST

13.70%  
ENGLAND

12.77%  
EAST MIDLANDS

10.96%  
SCOTLAND

7.17%  
SOUTH WEST

6.16%  
EAST

5.3%  
WALES

## IMPACT SCORES

(all organisations)

52.14%  
NORTH WEST

51.25%  
SOUTH WEST

47.50%  
SCOTLAND

46.40%  
SOUTH EAST

45.85%  
LONDON

44.17%  
YORKS AND HUMBER

44.00%  
WALES

43.65%  
ENGLAND

41.54%  
WEST MIDLANDS

41.48%  
EAST

37.14%  
EAST MIDLANDS

32.86%  
NORTH EAST

## METHODOLOGY NOTE

The percentage relates to the score each region or country would have received if each organisation in that area had scored a perfect five out of five

## TOTAL TURNOVER

(all organisations)

£740,49,352

ENGLAND

£367,497,591

LONDON

£151,256,292

SOUTH WEST

£61,963,035

SCOTLAND

£58,309,101

YORKS AND HUMBER

£55,391,827

NORTH WEST

£27,668,571

EAST

£22,034,693

SOUTH EAST

£20,851,736

WEST MIDLANDS

£20,742,025

NORTH EAST

£16,739,516

EAST MIDLANDS

£5,211,576

WALES

## AVERAGE TURNOVER

(three years and over only)

£9,400,630

SOUTH WEST

£6,419,122

LONDON

£3,311,860

ENGLAND

£2,687,410

YORKS AND HUMBER

£2,165,140

SCOTLAND

£2,144,725

NORTH WEST

£1,574,305

EAST MIDLANDS

£1,080,759

NORTH EAST

£812,777

EAST

£777,490

SOUTH EAST

£528,471

WALES

<sup>1</sup> The SE100 collected data from 350 organisations, 257 of which have been operating for more than three years. Of these we were able to calculate the growth of 251 organisations. Those with fewer than three years of trading accounts were included in our newcomers' index.

<sup>2</sup> The index was open to organisations in Northern Ireland but we made the decision that not enough organisations had entered to justify the creation of statistics for that region.

# Different types of social business

There are many different forms a social enterprise can take. They can have different legal structures – such as a community interest company, charity or co-operative. And they may be part of a particular group identified by its activity or area of impact – development trusts, for example, are community enterprises often focused on local regeneration; social firms create jobs for people who find it difficult to get them because they are disadvantaged in some way. Although to some extent it is like comparing apples with pears we wanted to use the RBS SE100 Index to test the different trees in the social enterprise orchard and see where the most abundant crops are appearing

65

## THE TOP COMMUNITY INTEREST COMPANY (CIC) GROWERS (OPERATING FOR AT LEAST THREE YEARS)

CICs entered  
the index

55.79%

is the average  
growth of CICs on the  
index that have  
been operating for  
three years or more

ORGANISATION	REGION	TURNOVER (£)	GROWTH (%)
Real Baby Milk CIC	South West	53,198	201.12
Pictures to Share CIC	North West	46,144	183.51
The Big Lemon CIC	South East	260,606	158.92
BigBarn CIC	East	88,847	144.33
Broomby	Yorks & Humber	216,364	104.12

145

## THE TOP GROWERS THAT ARE REGISTERED CHARITIES (OPERATING FOR AT LEAST THREE YEARS)

Charities entered  
the index

16.17%

is the average growth of  
charities on the index that  
have been operating for  
at least three years

ORGANISATION	REGION	TURNOVER (£)	GROWTH (%)
Theatre Resource	East	1,842,338	195.78
Plunkett Foundation	South East	2,860,286	137.12
Community Food Initiatives North East	Scotland	844,825	123.39
Greenshoots Catering	Wales	220,000	120
Stockwell Partnership	London	663,000	116.67

## Pictures to Share

When Helen Bate's mother was suffering from dementia there weren't many places she could turn to for help. But necessity is the mother of all invention and Bate discovered that sharing scrapbooks really helped her mother out.

She decided to leave her career as an architect and, in 2005, established Pictures to Share, a community interest company (CIC) based in Chester, so as to help sufferers of dementia and their families around the world.

'For the 700,000 people with dementia in the UK, traditional books become confusing and unintelligible. We offer them and their carers the opportunity to enjoy and share books that are attractive and easy to use without being patronising,' she says.

Pictures to Share's range of books combines scenes of timeless images with a few lines of large text so that viewers can share fond memories and reminisce over past experiences. Titles include: *A Funny Old World*, *Beside the Seaside*, *A Sporting Life* and *Countryside In Pictures*.

Testimonials from customers include one from Professor Christine King, who describes how her father's depression has lifted thanks to the books.

'Bill, my Dad has dementia,' says King. 'He used to love reading but has lost all interest and the ability to make sense even of illustrations. [Pictures to Share] books absolutely fascinate him. He reads them every day and shows everyone who visits. The carers read through them with him daily and his depression is lifting. He says he feels 'normal' again now he can read.'

But it is this social enterprise's 183 per cent growth that makes it a leading CIC.

'It's grown quite quickly because there's such a demand for what we do,' says Bate.

Care homes are the biggest market but libraries are also strong buyers of the books. Pictures to



Share can't get into bookstores because of the profit margins required but internet sales are picking up.

Being a CIC has also helped the business grow. Bate says that it helps with trust, getting valuable support from sponsors and it helps get discounts from suppliers. Bate adds that more people are now aware of the CIC than when she first set up the business.

Furthermore, Bate's personal opinion about how a good CIC should operate has led the company to sustain its focus on making an impact.

'Although a CIC needs to be sustainable, and able to grow through its own efforts without the need for grant funding, the level of profits necessary should only be enough to allow for this,' she says.

'If there are excess profits, then the cost of the product or service should be reduced, or the profits should be used to improve the service or product.' ■

Photo: A scene from *A Funny Old World* one of the books developed especially for dementia sufferers by Pictures to Share

**48.24%**

is the average score of the community interest companies that took our impact measurement test. The highest average score for any type of social business

“For the 700,000 people with dementia in the UK, traditional books become confusing and unintelligible...”

Helen Bate, founder of Pictures to Share CIC

## Green Shoots Catering

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**Photo:** the Green Shoots team catering with care

Everyone likes a sandwich. According to the British Sandwich Association (BSA), the British public puts 20,550 tonnes of chicken, 11,100 tonnes of ham and 13,500 tonnes of cheese between their slices every year. And one company that knows a thing or two about sandwiches is the social firm Green Shoots Catering.

Since it began, Green Shoots has trained ten people, with ex-team members going on to prestigious venues like the Hilton and the Chapter Arts Centre in Cardiff. Three of Green Shoots' own eight staff have also come through the traineeship programme, and Lomax is happy to have witnessed their consistent improvement to the point where they are now fully paid members of the team.

Its successful training programme has also proven successful for the balance sheet. In 2008/09 Green Shoots more than doubled its annual turnover, reaching £250,000. Like many rapidly growing social businesses a substantial amount of its income has come through grant funding, and the issue of sustainability has been an important focus. Currently 75 per cent of Green Shoots' income is from sales, while 25 per cent is from grants.

If Green Shoots is to become a fully sustainable business and not grant dependent, explains Lomax, then it will need to expand first, and in order to do this, further funding is required – there's the rub.

'This is Green Shoots' challenge if it is to become a recognised brand in south Wales,' he says.

In the meantime, look out for Green Shoots' gastric delights at the Disability Pride festival in Cardiff in June 2010 and at many more events and venues besides. ■

Established in 2006 by Innovate Trust, a Cardiff-based charity that has supported people with learning difficulties since the 1960s, Green Shoots Catering provides a bespoke catering service to various businesses across Cardiff – all staffed by people with learning difficulties or mental health issues who are in a tailored training programme.

John Lomax, manager of Green Shoots, says: 'We offer practical lessons in food preparation and cookery, health and safety awareness, cash handling, the importance of customer care and the benefits of teamwork.'

Trainees have the opportunity to work towards recognised qualifications, such as NVQs or OCN accreditations. They also receive personalised support, like help catching public transport to get into work in the morning, and monthly targets are agreed with their social worker.

### 16

*the total number of trainees to have been taken on by Green Shoots since the company began in 2006*

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Established in 2006 by Innovate Trust, Green Shoots is a Cardiff-based charity that has supported people with learning difficulties since the 1960s

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## THE TOP SOCIAL FIRM GROWERS (OPERATING FOR AT LEAST THREE YEARS)

ORGANISATION	REGION	TURNOVER (£)	GROWTH (%)
Mow & Grow	East	1,231,766	710.73
Green Shoots Catering	Wales	220,000	120.00
Broomby	Yorks & Humber	216,364	104.12
Brighter Future Workshop Limited	North West	207,457	82.87
Oxford Wood Recycling	South East	86,000	76.15

30

Social firms entered the index

60.10%

is the average growth of social firms on the index that have been operating for three years or more

## THE TOP DEVELOPMENT TRUST GROWERS (OPERATING FOR AT LEAST THREE YEARS)

ORGANISATION	REGION	TURNOVER (£)	GROWTH (%)
Stockwell Partnership	London	663,000	116.67
Trust Thamesmead	London	4,920,249	96.70
Acumen Community Enterprise Development Trust Ltd	North East	3,667,274	94.67
Future Regeneration of Grangetown (FROG)	North East	277,985	60.49
Mackworth Estate Community Association	East Midlands	29,461	55.99

35

development trusts entered the index

15.33%

is the average growth of development trusts on the index that have been trading for three years or more

## THE TOP CO-OP AND INDUSTRIAL AND PROVIDENT SOCIETY (IPS) GROWERS (OPERATING FOR AT LEAST THREE YEARS)

ORGANISATION	REGION	TURNOVER (£)	GROWTH (%)
Substance	North West	1140601	104.88
Social Enterprise Outcomes Ltd	South West	15000	27.11
Shared Interest	North East	2650000	18.78
Daily Bread Co-operative (Cambridge) Ltd.	East	929563	15.72
The TREES Group	East Midlands	8466429	15.04

21

is the number of co-ops and IPSs on the index

7.79%

is the average growth for co-ops and IPSs on the index that have been trading for at least three years

**RANKED BY  
GROWTH**(operating for at least  
three years only)**60.10 %**

Social Firms

**55.79%**

CICs

**RANKED BY  
AVERAGE  
TURNOVER**(operating for at least  
three years only)**£5,430,702**

Co-ops/IPS

**£2,888,166**

Charities

**RANKED  
BY TOTAL  
TURNOVER**

(all entrants)

**£378,713,324**

Charity

**£92,321,939**

Co-ops/IPS

**RANKED  
BY IMPACT**

(all entrants)

**48.24 %**

CICs

**46.54%**

Charities

**METHODOLOGY NOTE**

*The percentage relates to the score each type of social enterprise would have received if each organisation of that type had scored a perfect five out of five*

**16.17%**  
Charities

**15.33%**  
Development trusts

**7.79%**  
Co-ops/IPS

**RANKED BY GROWTH**  
(operating for at least three years only)

**£915,121**  
Development trusts

**£809,603**  
CICs

**£524,943**  
Social Firms

**RANKED BY AVERAGE TURNOVER**  
(operating for at least three years only)

**£31,392,183**  
Development trusts

**£28,172,828**  
CICs

**£12,390,491**  
Social Firms

**RANKED BY TOTAL TURNOVER**  
(all entrants)

**46.15%**  
Social Firms

**45.00%**  
Co-ops/IPS

**28.70%**  
Development trusts

**RANKED BY IMPACT**  
(all entrants)

*<sup>1</sup> The SE100 collected data from 350 organisations, 257 of which have been operating for more than three years. Of these we were able to calculate the growth of 251 organisations. Those with fewer than three years of trading account were included in our newcomers' index.*

# All the RBS SE100 entrants by region

Newcomers are denoted by the region colour

## EAST

Aid to Hospitals Worldwide  
 Apsley Paper Trail  
 Arts Development in East Cambridgeshire (ADEC)  
 BigBarn CIC  
 Citylife  
 Daily Bread Co-operative (Cambridge) Ltd  
 Emmaus  
 Furniture Link Bedford  
 Graphic Design & Print CIC  
 Great Yarmouth Community Trust  
**Health Hub Ltd**  
 Hertfordshire Practical Parenting Programme Ltd  
 Housing Action  
 Lewsey Farm Learning Centre Trust  
 Lighthouse Furniture  
 Luton Community Housing Ltd  
 Mow & Grow  
 Neomari Beadcraft Training Service  
 NWES  
 Opportunities Without Limits (OWL)  
**P2 Training**  
 PASTEL Community Interest Company  
 Quay Lane  
 Southend Utd Community & Educational Trust  
 Space East  
 Speaking Up  
 Street Forge Workshops  
 Sunnyside Rural Trust  
 The Centre UK  
 The Ferry Project  
 Theatre Resource  
 Watford Asian Community Care  
 Wenta  
 Westwood and Ravensthorpe Community Association  
 Wilderness Foundation  
 Workwise (Suffolk) Ltd

## EAST MIDLANDS

b-inspired  
 Cherry Orchard Garden Services (COGS)  
 Clowne Enterprise Ltd  
 Doddridge Centre  
**First Universal Enterprises Ltd**  
 Hill Holt Wood  
 Leicester Moneyline  
 Mackworth Estate Community Association  
**Model Behaviour**  
**Rumbles @ The Lawn**  
 Sharp Trading (Leicester Ltd) Trading as STRIDE  
**The Lenton Centre**  
 The Towcester Partnership  
 The TREES Group

## LONDON

**121 Women and Computer CIC**  
 Action Acton  
**Active Environments CIC**  
 Belu Water Ltd  
**Bikeworks CIC**  
**Bright Ideas Trust**  
**Bright One**  
 Bromley by Bow Centre  
 Café Nova Interchange  
**Call Britannia**  
 Calverts  
**Camden Plus Credit Union Ltd**  
 CAN  
**Carbon Retirement**  
**Catering2order Ltd**  
 Changemakers Foundation  
 City Gateway  
 Clarity Employment For Blind People  
 Commonside Community Development Trust  
**Community Money CIC**  
 Community Network  
 Core Arts  
 Credit Union Solutions Ltd  
 Crystal Palace Community Development Trust

CT Plus  
 Divine Chocolate Ltd  
 Eastside Consulting  
 Eco-Actif Services CIC  
**Elevating Success UK**  
**Equals Training CIC**  
 Finfuture  
 fonesforsafety  
 Fusion Lifestyle  
 Germination  
 GK Partners  
 GLL (Greenwich Leisure Ltd)  
**Go Help**  
 Green-Works  
**Happy Kitchen**  
 HCT Group  
**Healthy Planet Foundation**  
 Ilderton Motor Project  
**Incerts**  
 Lambeth ACCORD  
 Livity  
**London Apprenticeship Company**  
 London Bio Packaging  
 London Early Years foundation  
 London Rebuilding Society  
 MakeBelieve Arts  
**Moss Green Children's Books**  
**Movirtu**  
**MUSTart.org**  
**Network 2012**  
**onegreenearth**  
 Peabody Trust  
 Pepys Community Forum  
**Petit Miracle Interiors Ltd**  
 PJ's Community Service  
**Prim & Proper Services Ltd**  
 PrimeTimers  
**Recycle Rubbish Ltd**  
 Rootstock Ltd  
**SAM (Systematic Abuse of Males)**  
 Selby Trust  
 Shoreditch Trust (Acorn House & Water House Restaurants)

Significant (UK) Ltd

**Social Finance Ltd**

Social Spider CIC

Southbank Mosaics CIC

Stockwell Partnership

StreetShine Ltd

Striding Out

Teach First

The Calthorpe Project

**The DaCapo Music Foundation**

The Fitzrovia Trust

The Hoxton Trust

Theatro Technis Co Ltd

Training for Life

Trust Thamesmead

Turning Point

Westway Development Trust

White Box Digital

Women Like Us

Zaytoun CIC

#### **NORTH EAST**

Acumen Community Enterprise

Development Trust Ltd

Amble development Trust

Berwick Community Trust

**Community Renewable Energy (CoRE)**

Craghead Development Trust Ltd

Dene Valley Community Partnership

Fullwell Mill

Future Regeneration of Grangetown (FROG)

Glendale Gateway Trust

Holy Island of Lindisfarne Community

Development Trust

Middleton Plus Development Trust

North Ormesby Neighbourhood

Development Trust

**Option C Community Interest Company**

Ouseburn Trust

Project North East Group

Prudhoe Community Partnership

Revive Enterprise

Reviving the Heart of the West End (RHWE)

Shared Interest

Sunderland Home Care Associates (20-20) Ltd

The Five Lamps Organisation

#### **NORTHERN IRELAND**

workspace group

Out and About Community Transport

#### **NORTH WEST**

**Accordant Enterprise Partnership CIC**

**AiR (Arts in Regeneration)**

**Alcohol Peer Support Services (APSS)**

Bravadesign

Brighter Future Workshop Ltd

**Burnley Campus Social Enterprise Ltd**

Chester & District Housing Trust

**CHIEF CIC**

**Cleanstart**

Crossroads Caring for Carers (Salford, Trafford & Stockport)

**CX Ltd**

Development Education project

East Lancs Moneyline

Eldonian Group Ltd

ELECT

**Elixir Foundations CIC**

**Enjoy.co.uk CIC**

**Ethical Brand**

Five Children and Families Trust

FRC Group

Furniture Finders of Winsford Ltd

Fusion21 Ltd

**Motivate**

New Era Enterprises (E. Lancs.) Ltd

NMC Design+Print

Pictures to Share CIC

**Salford Health Matters CIC**

Social Enterprise Solutions (UK) CIC

Substance

The Big Life group

The Soap Co. (Keswick) CIC

Unique Improvements Ltd

Unlimited Potential

#### **SCOTLAND**

Aberdeen Foyer

ACE Credit Union Services

**Action for Change (Scotland) Ltd**

Bookdonors CIC

BRAG Enterprises Ltd

Buchan Dial-a-Community

Bus/ DAB Plus CIC

Bullwood Project

C-MEE (Community Maintenance

Environmental Enterprise)

Calman Trust

Columba 1400

Common Strategy

Community Energy Scotland

Community Enterprise

Community Food Initiatives North East

**Compassion 'n Action**

**Design for Development**

Edinburgh Leisure

Enterprise Childcare

EVH - Supporting Social Employers

Fly Right Dance Company

GEMAP

Haven Products

Impact Arts (Glasgow)

Milltown Community

Ness Soaps

**Raploch Urban Regeneration Company**

Re-Union Canal Boats Ltd

**Real Work Skills**

Recycle Fife

**RSDA (Recycled Scottish**

**Domestic Appliances)**

Send-it Fulfilment Solutions Ltd

Social Enterprise Clydebank

Spruce Carpets

The Bread Maker

**The Melting Pot**

**The Spartans Community Football Academy**

The Wise Group

**West Lothian Food and Health Development**

**You Can Learn It Ltd**

# All the RBS SE100 entrants by region

Newcomers are denoted by the region colour

## SOUTH EAST

Berinsfield Community Business  
 Busymummy  
 Capitalise Business Support  
 CaSE Insurance  
 Croydon ARC  
 Decoda  
**Frame Of Mind (Vocational Training)CIC**  
 Highfield Community Association  
**HP16 CIC**  
 MaD - Make a Difference  
 Magpie Co-op Ltd  
**MiLife UK CIC**  
**Milton Keynes Community Enterprise**  
 NCWRP  
 Netherne Printing Services  
 NHCVS Furniture Link Recycling Project  
 Northern Pinetree Trust  
 Onya Innovations  
**OxFizz**  
 Oxford Wood Recycling  
 Plunkett Foundation  
 Riverside Centre  
 Roundabout Transport  
 South Coast Moneyline  
**Sunlight Social Enterprises CIC**  
 The Aldingbourne Trust  
 The Big Lemon CIC  
 The Ethical Property Company PLC  
**The Recycle Warehouse**  
 The Scollar Trust (Southend Consortium of Lifelong Learning And Regeneration)  
 Total Coverage Ltd  
 Travel Matters Enterprises Ltd  
 Wave  
 Way Out Experiences Ltd

## SOUTH WEST

**A1 Positive Recycling Project Ltd**  
 BSWN Ltd  
**Buyoncegivetwice Ltd**  
**Cornwall Sustainable Tourism Project (CoaST)**  
 Cosmic

Devon Doctors  
**Frome Community Productions CIC**  
**Hillcrest Branch Ltd**  
 Mid Devon Community Recycling Ltd  
 National Lobster Hatchery  
 People-Centered Economic Development Pluss  
 Radstock Co-operative Society  
 Real Baby Milk CIC  
 SCA Community Services Ltd  
**Self Organised Network Group**  
 Selwood Housing Society  
 Social Enterprise Outcomes Ltd  
 The Eden Project  
**The Pierian Centre**  
 The Resurgence Trust  
 The Training and Learning Company  
 Triodos Bank

## WALES

**10 Green Bottles Powys CIC**  
 Awel Aman Tawe  
**Cleanstream Carpets CIC**  
**Cwmpas Ltd**  
**DVCP Trading Community Interest Company**  
 Green Horizons  
 Greenshoots Catering  
 Menter Fachwen  
 Nofit State Circus  
 Pack-It Group  
 Pembrokeshire FRAME Ltd  
 VIEW (DOVE) LTD  
 Vision 21 Cyfle Cymru

## WEST MIDLANDS

Access to Business  
 African Caribbean Community Initiative  
 create a future  
 Future Health & Social Care  
 ISE (Initiative for Social Entrepreneurs)  
 New Path Ventures Ltd  
**Pathfinder healthcare Developments**  
 Phoenix Business Academy  
 PM Training

Robert Owen Society  
**Roots Human Resources CIC**  
 Sandwell Community Caring Trust  
 Secret Seed Society  
 Sport 4 Life UK  
 Unity - Young peoples project

## YORKSHIRE AND HUMBER

ABDN  
 Airedale Computer Recycling  
 Alnwick Community Development Trust  
 Broomby  
 Disability Action Yorkshire  
 EBF / Rerun  
**Electroville**  
**Future Arts**  
 Goodwin Development Trust  
**Humber Recycle & Grow**  
 Impetus  
 Just Coffee People  
 Key Fund  
**Palm Cove Society**  
 PANDA Ltd  
 Paperworks (Harrogate) Ltd  
 Patient Opinion  
**People Matters (Leeds) CIC**  
**Self Direct**  
 Sirius Small Business Advice Centre  
**Social Enterprise Projects CIC**  
 Speak Up  
 St Anne's Community Services  
 The Camberwell Project, vvv  
**The Create Foundation CIC**  
**Thorne Brewery Community Interest Company**  
 Thorne Moorends Regeneration Partnership  
 Trescom  
**Viewpoint Research CIC**  
 Ycs Computers Ltd  
 York and District Mind

# Thanks to all the partners and supporters who have helped to make the RBS SE100 happen:

Duncan Sloan, Eric Munro and team at RBS. Jeremy Nicholls at the SROI Network. Eddie Finch and team at Buzzacott. Tracy Axten, formerly at RBS and now at Triodos. Gerry Higgins, Gill Smith, Deborah Nicol and team at CEIS. David Robertson, Ian McLean and team at The Wise Group. Simon Devonshire at O2. Sam Conniff, Josh Connell and Jo McCarthy at Livity. Doug Richard, Triona Maddick and Nicola Coleman at the School for Startups. Claire Michelet, Tamsyn Roberts and Liz Liston-Jones at the Cabinet Office. Peter Holbrook, Caroline Borge and team at the Social Enterprise Coalition. Dan Lehner and Alberto Nardelli at UnLtd and UnLtd World. Daniel Brewer and Chris Carr at Equity Plus. John Montague and Nigel Lowthrop at

Responsible Futures. Pauline Milligan and team at the Social Enterprise Ambassadors programme. Sally Reynolds and Sara McGinley at Social Firms UK. Lucy Findlay and Anne Mountjoy at RISE. Aidan Pia and team at Senscot. Antonia Swinson and team at the SSEC. John Mulkerrin at the CIC Association. Steve Wyler at the Development Trusts Association. And the talented team at *Social Enterprise* and its co-owners, communications agency Society Media and design agency Glock: Chrisanthi Giotis, Ashley Curran, Gemma Hampson, Julie Pybus, Jessica Stacey, Helen Bishop, Anna Hollis, Hilary Carter, Lisa Wimborne, Henry Palmer, Sarah Blick, Sofia Sköld, Ivan Lee, Hannah Rödde, Cato Hoeben, Mike Threlfall and Carsten Glock. ■



**SOCIAL  
ENTERPRISE**

**Society  
media.**

**GLOCK**

**RBS**  
The Royal Bank of Scotland

The SROI Network  
Accounting for value

**Buzzacott**  
CHARTERED ACCOUNTANTS

**O<sub>2</sub>**





Printed by Calverts  
on recycled paper



In partnership with



© London Fields Publishing Ltd, publishers of Social Enterprise magazine, 2010. ISBN: 978-0-9562274-5-4  
[www.socialenterpriselive.com](http://www.socialenterpriselive.com)