



WORK TO LIVE

A guide to careers in social enterprise

social enterprise london



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"A social enterprise is a business with primarily social objectives whose surpluses are principally reinvested for that purpose in the business or in the community, rather than being driven by the need to maximise profit for shareholders and owners."

THE DEPARTMENT FOR TRADE AND INDUSTRY



INTRODUCTION

WELCOME to the first ever careers guide about the social enterprise sector.

If you have ever wondered whether there is a way to combine working in a business with giving something back to society, then social enterprise could be the answer for you. If you want to use the skills you have acquired at school, college, university or in the workplace to achieve more than just a wage packet, then *Work to Live* is definitely for you.

Over these pages we will explain exactly what people mean when they use the term 'social enterprise', what kind of opportunities are out

there for ethically motivated job seekers and how best to go about landing the perfect position, the career that was made for you.

Social Enterprise London are delighted proud to be involved with this guide.

We feel the time is right to bridge the gap between the large population of ethically motivated individuals looking for exciting job opportunities, and the growing number of social enterprise businesses recruiting at various levels.

With the rise in popularity of socially enterprising activities such as fair trade, co-operative working and corporate social responsibility, the 21st

century truly is marking a new way of doing business.

So please read and enjoy this guide, and make sure that you are at the forefront of this exciting new movement.

Good luck in your job hunting !

A handwritten signature in blue ink, appearing to read "Allison Ogden-Newton". The signature is fluid and cursive.

ALLISON OGDEN-NEWTON

Chief executive

socialenterpriselondon
www.sel.org.uk

THE BIG PICTURE

What are social enterprises? As **PAUL ALLEN** reports, they're all around you.

TONY BLAIR has called them “radical new ways to boost our economy”. TV chef Jamie Oliver is arguably their most famous proponent in Britain. But what exactly are social enterprises?

If you have ever bought a cup of fair trade coffee, or a copy of *The Big Issue*, you're already one step closer to the answer. Social enterprises are like any other company. They exist to make profit. But, it's what they do with the money, and how they make it, that makes them special.

Instead of handing over the spoils to management boards and faceless shareholders, social enterprises reinvest their profits into good causes. For many, the very operation of the business has social outcomes: the employment

of people with learning difficulties for example, or creating a fairer market for chocolate producers in the developing world.

It's a simple concept, combining the best bits of the charity and private sectors. But why not just be a charity? Unlike voluntary organisations, most social enterprises are financially self-sufficient, which means they don't have to rely on handouts. Charities can be left high and dry when grant money runs out, leaving projects frustratingly incomplete, while extra funding frequently comes with strings attached.

Social enterprises are free of these complications. By building successful companies in their own right, profits

can be spent on social aims. There's a staggering diversity among social businesses, but each one shares a common goal: to give something back.

In recent years, the government has begun to recognise the power of the sector. One advantage of social enterprises is that they often have a good understanding of the needs of local people. Because they pursue two goals – profit and social wellbeing (known as the “double bottom line”) – they are ideally placed to deliver local community services.

What's more, the challenge of making money ethically often produces some truly innovative ideas. Just take a look at these famous success stories.

THE BIG ISSUE

"We're a hand up, not a hand-out," says Patrick Lisoire at The Big Issue. "The whole point of the magazine is to give homeless people an alternative to begging."

Established 14 years ago in London, The Big Issue today prints five regional editions and sells 155,000 copies a week. The concept is simple: homeless people buy the magazine for 60p, resell it to the public for £1.40, and keep the difference.

"With a product to sell, our vendors become small businesspeople," explains Patrick. "That really helps to boost their self-esteem, motivation and sense of worth."

Besides selling to vendors, the magazine also makes money through advertising. As a social enterprise, any profits go to good causes – in this case, The Big Issue Foundation, a registered charity. The foundation helps homeless people find jobs, training and education, and provides advice on health, housing and finance.

"The Big Issue is a great social tool," says Patrick. "Not only do we produce a magazine that rivals the big newspapers, we're also allowing thousands of homeless people to move on with their lives."

FIFTEEN

Before Jamie Oliver got stuck into school dinners, the TV chef had already established his social credentials with the 2002 show Jamie's Kitchen. The idea – to transform a group of disadvantaged youngsters into top class chefs – proved a huge hit.

The TV cameras may have stopped rolling, but the training programme keeps on going. To date, 37 trainees have 'graduated' from the east London restaurant Fifteen.

"Fifteen has been about taking raw enthusiasm and

shaping it into something incredibly rewarding," says Jamie. "I know for a fact there are some in the Fifteen brigade who will go on to make some serious splashes in the restaurant world."

All profits from the restaurant go to the Fifteen Foundation, the charity that manages the annual training programme. The foundation has also turned the restaurant into a global model for social enterprise – there is already a Fifteen in Amsterdam, and Fifteen Melbourne is set to open in summer 2006.



CAFÉDIRECT

Cafédirect is a truly trailblazing social enterprise. The very first fair trade coffee company in the UK, it was founded in 1991 to help producers in South and Central America survive plummeting coffee prices. Since then, fair trade has become a hugely successful movement. During 2004, UK sales of fair trade goods rose by 51 percent to a retail value of over £140 million.

The fair trade movement is rooted in paying growers a decent, living wage. Last year, Cafédirect paid more than £2.4 million above market prices to coffee producers, and invested eight percent of gross profits back into business development programmes. Thanks to these, local growers and their families are starting to look to the future with renewed confidence.

“The balance between financial and social return is at the heart of our work,” says Helen Ireland at Cafédirect. “It means we often have to be very innovative, and that makes it a really exciting place to work.”

ECT GROUP

ECT Group, originally Ealing Community Transport, is one of the most diverse social enterprises in the country. What started out as a local voluntary organisation in west London has become a national market leader in recycling, engineering and community transport services.

“What makes ECT a social enterprise is our commitment to delivering positive social and environmental impacts, as well as being economically viable,” says managing director Andy Bond.

“We are run on a not-for-profit basis – revenues are invested back into the business helping us continually improve what we do, making a difference to individuals, communities and the environment.”

It’s a winning strategy. In 2005, ECT recorded a turnover of £29 million. The group currently employs 900 staff.

“Our employees have a high degree of autonomy,” says Andy. “It makes ECT a great place to work because people can realise their full potential!” ■



TIM SMIT
Chief executive
The Eden Project
www.edenproject.com

TOP TIP

“If you have a great idea that can effect social change, spend time asking what factors need to be in place to make it successful and then ruthlessly find the people that compensate for your lack of skills.”

GLL – The UK's Largest Leisure Trust



As 'The Social Enterprise of the Year' National Award winner 2004, GLL continues to develop a national reputation for the provision of quality leisure services to all sectors of the community through a genuine Trust Management route. A founding member of SPORITA (the associated body for leisure trusts), GLL is committed to ensuring that the Trust route in leisure management is the best route for customers and staff.



GLL operates 48+ leisure centres across London and works in partnership with many local authorities and partners to provide a 'five star' leisure service at a '3 star' price to all members of the community. GLL is the largest leisure centre operator in London.



As a worker owned and controlled organisation, we offer career opportunities and benefits that far exceed the rest including:



- A desire to develop long term working relationships and 'home grow' the managers of the future
- Salaries that pay in the upper quartile of the industry
- Top pension schemes
- A training culture which encourages continuous learning through training academies
- Nationally recognised external training courses such as our award winning Graduate Trainee Management Scheme and Lifeguard Training & Employment Academy
- Provision of training opportunities through the London Leisure College
- Opportunities to become a director in a £ multi million organisation and have a say in how the company is run

We are an equal opportunities employer and applications are encouraged from all sections of the community. GLL is a non-smoking organisation.

GLL working in partnership with the London Boroughs of Barnet, Camden, Epsom & Ewell Borough Council, Greenwich, Hackney, Hammersmith & Fulham, Merton, Newham, Tower Hamlets, Waltham Forest, Bellingham Community Project & Sport England and the London Development Agency.

GLL is growing and needs loyal, enthusiastic and dynamic people with a 'can do' attitude, to develop the business with us. GLL offer a range of positions from:

**Lifeguards and Sales and Fitness Staff to
Duty Managers and General Managers.**

SOUND LIKE YOU ?

To obtain an information pack and application form, contact dulce.benedicto@gll.org, or look up our website at www.gll.org.





BRIGHT HORIZONS

Everyone has heard of business wonderkids who make their first million before they reach 25. Well, the social enterprise sector depends on its own bright young things.

Meet three inspiring young entrepreneurs pursuing social enterprise in very different ways.

HEATHER WILKINSON, 26

“It’s so exhilarating, committing to the idea of setting up a social enterprise full time. From that moment on, you realise everything is going to change, the future is in your own hands, and only you can make it work.”

Heather Wilkinson (left) is a networker. There’s little she likes more than meeting new people, sharing new ideas and getting excited about the potential

that working on new and innovative projects can bring. She first learned about social enterprise doing a Geography degree at Southampton, and then completed a masters in Community Enterprise at Birmingham University.

Her academic research into what social enterprise can achieve, as well as a strong social conscience, led to her combining the two in Striding Out. It’s a social enterprise that brings together and

supports young people, aged 18-30, who want to set up their own enterprises.

"I finally felt it was time to take the plunge, and set up one of my own," she says. "I decided I would create my perfect job by combining all the aspects of work I enjoy – young entrepreneurship, social enterprise and corporate social responsibility."

Through *Striding Out*, young people with business ideas can meet together, share experiences, learn from each other and, who knows, even go into a business partnership together. Profit from the company is re-invested back into furthering its aims.

"We are keen to celebrate enterprise, and promote good work that is being undertaken, ultimately to inspire others," says Heather. "I love meeting inspirational people on a daily basis, and having the freedom to pursue innovative ideas and aspirations."

JASON PEGLER, 30

When Jason Pegler (middle) set up Chipmunkapublishing, in 2002, it was not from a desire to be a business leader but to voice some of his own very personal experiences, and to offer others the opportunity to do the same.

"From the moment I realised I had a mental illness, I had a mission and a dream," says Jason. "My mission was to one day tell the whole world about the humiliation and guilt I had for having all those idiotic manic thoughts."

The first step to fulfilling his dream was to publish a book about his own experiences, *A Can of Madness*. Jason realised his work had not only helped him come to terms with his illness, it had begun to break down taboos about mental illness in wider society. So Jason used the proceeds of the 300 copies of the book he had printed to set

up Chipmunka, a social enterprise that specialises in publishing that enables people with mental illness to tell their stories and challenge the status quo.

"I set up the company to give a voice to the mentally ill," says Jason. "The role of Chipmunka is to change the way people think about mental health and to treat it as normal."

The publisher's books are written by people with mental health problems. By the end of 2005 it will have published 20 paperbacks and 100 e-books. The aim is to expand the business to publishing by and for other vulnerable sections of society.

"Chipmunkapublishing empowers its authors and encourages them to become self-publicists," says Jason, who in 2005 won the Young Entrepreneur of the Year Award. "Once published, authors become pro-active mouthpieces for the mental health movement."

TARA MCCONAGHY, 33

When Tara McConaghy (right) was at school, she did voluntary work with her mother, working in soup kitchens for homeless people. But after university she drifted into the corporate sector, working in finance.

“It was so boring,” says Tara. “I felt empty and I wondered: ‘Is this all that life involves?’”

Six years later, a serious illness prompted Tara to reconsider. She started working with a different kind of financial institution: one whose sole aim was to raise money for projects to improve children’s education.

“All of a sudden I saw there were all these really exciting, sophisticated, professional people who were applying their skills, knowledge, and resources to furthering a social cause,” she says.

Inspired, she set up her own social enterprise called LA Edupreneurs, which links

up head teachers, schools and educationalists with business people and others who want to help improve education.

“It brought people together. I got millionaires actually talking to teachers working in very deprived areas,” she says.

Tara decided to take her interest in social enterprise one step further: she enrolled in the Masters programme at Skoll Centre for Entrepreneurship, the Oxford-based business school specialising in social enterprise. As part of the programme, she helped Jamie Oliver develop plans to expand his ‘Fifteen’ social enterprise and worked at Participant Productions, a Hollywood film company set up to produce blockbuster films with a strong social message.

“If you are inspired to dedicate your professional career to serving others, there are career paths for you,” she says. “So just charge ahead!” ■

 **Striding Out**
www.stridingout.co.uk

Skoll Centre for Social Entrepreneurship
www.sbs.ox.ac.uk/html/faculty_skoll_main.asp

Chipmunkpublishing
www.chipmunkpublishing.com



“To successfully work in the sector, values are more important than qualifications, drive more important than background and commitment to social change more important than anything.”

TOP TIP

DAI POWELL
 Chief executive
 Hackney Community Transport
www.hackneyct.org



Name Rachel
Sharpley
Age 28

FAIR TRADE MARKETING ASSISTANT

So, what do you actually do? A wide range of things, from delivering educational talks to meeting confectionery buyers, working on marketing and sampling campaigns. One of my favourite roles is taking our new chocolate fountain to events.

What makes Divine a social enterprise? Divine chocolate was set up to improve the lives of cocoa

farmers in Ghana through selling fair trade chocolate in the UK. The co-operative of farmers that grow the cocoa for Divine own a third of the company and have seats on the board. So they really do have a say, from bean to bar.

Did you need any specific education or training to get into this job? I studied International Relations and Geography at St Andrews University. I think my background in development studies and work on development projects helped.

How did you get into this job? I'd been thinking about what a great idea fair trade was for a while. When I saw an entrance-level job advertised in the paper for a job working in a fair trade chocolate company, I decided to take the plunge.

What does your typical day involve? There is no typical day. Last night I did a talk at a workshop to encourage London councils to switch to fair trade. This morning I packed 80 Divine hampers to promote our chocolate in stores across the UK. I also spoke to a journalist who had agreed to run a piece in the paper in return

for some chocolate for a children's charity fundraiser. I worked with colleagues on our website, I spoke to customers about prices and marketing materials, and arranged meetings with other organisations that promote fair trade. The only thing every day has in common is that I eat lots of chocolate!

What kind of personality is best suited to working in a job like yours? You have to enjoy talking to people, be creative, flexible, good at juggling a variety of tasks and be able to prioritise. You need to be passionate about fair trade, with the business skills and know-how to actually progress it.

What's the most memorable experience you've had in this job? Accompanying Ghanaian cocoa farmers on their fair trade fortnight tour of Britain, hearing how fair trade makes a difference to them and seeing the public understand that they can make a difference.

Divine Chocolate
t. 0207 378 6550
e. info@divinechocolate.com
www.divinechocolate.com



Divine chocolate: business ethos empowering farmers in the developing world



A STEP IN THE RIGHT DIRECTION

A background in the world of private business is the ideal springboard into social enterprise. ROSE SMITH talks to those who have made the change.

“I’D HAD enough of chasing the pound,” says John Montague of his decision to leave the private sector after a 17-year career in construction. “We didn’t train anyone because all the work was outsourced and we didn’t engage with the communities we worked in. I felt I could be getting more out of the process.”

A desire to lead a more fulfilling career is one reason why many in the private sector

decide to move across, into social enterprise. Montague, who is now chief executive of NewLife, a building company that trains unemployed young people, finds his greatest satisfaction is in creating opportunity. Helping to build people’s lives, as well as their homes, can achieve tangible results. One of NewLife’s trainees has just received an award from the Young Builder’s Trust.

“She was excluded from

school at 15 and told she wouldn’t amount to much,” says Montague. “Now she has an NVQ 2 and a trade. That makes me feel better than any amount of profit could do.”

Wanting to make a career change is another common reason for moving between sectors. Sinéad Mc Brearty felt she’d drifted into her marketing position at an accountancy firm and although she was successful,

she wanted to find a more satisfying job.

"I had no clue what I wanted to do. So I went travelling for a year, to create space between one career and the next," she says. On her return she got a job as director of business services at Social Enterprise London, the agency tasked with promoting the sector in the capital. "My job is so much more interesting now. Social entrepreneurs have such passion and ambition, it's a very stimulating environment to work in."

The search for a different, more rewarding career provides the impetus to move across, but how easy is it to use your private-sector skills and experience in the social economy? It depends on the role, says Shaun Doran, commercial director of the Furniture Resource Centre,

a furnishing and removals social enterprise in Liverpool.

"We recruit people from the private sector for specific areas. For a business development position, for example, commercial experience is invaluable as that person understands the realities of running a business. However, these skills wouldn't be top of the list for someone in our People and Learning Department," he says.

The Day Chocolate Company exists to improve the lives of farmers in West Africa, not through development work, but by selling bars of fair trade chocolate. Managing director Sophi Tranchell says: "We are meeting our objectives by building the Divine brand in the UK. My commercial skills gained in the private sector have therefore been very useful in working to achieve this."

Even a few years spent in the private sector can be of benefit to social enterprises, according to Adrian Clarke, business development manager of Green-Works, a company that recycles office furniture.

"If you get a graduate marketing job for a large private-sector brand where you can learn a lot, you can then take that experience across with you," he says.

A key step in moving across is to find out how to apply your skills from the private sector to the world of social enterprise, says Clarke. He spent nine years as a litigation solicitor before changing sectors.

"I didn't believe the skills I had to offer from the private sector would have been much use to a small, grant-funded charity so I applied for a job at Green-Works,

NewLife training: practical and life skills



which was a start-up with a strong commercial edge.”

After you’ve researched the different kinds of organisations you’d like to work for, try to network with people working within them and if necessary pick up the phone and start cold-calling.

“And if an opportunity comes up, take it,” says Sinéad Mc Brearty at Social Enterprise London. “Moving across from a private-sector company into a social enterprise can feel scary, like you’re stepping off the edge of something familiar, but it’s definitely worth it.”

Leaving behind the structured working environment of the private sector is one part of the transition process into social enterprise. There’s often not too much money sloshing around, so there isn’t such a network of support staff, which you can become used to in the private sector. It’s more a case of mucking in, doing things yourself that you may have had an assistant for in the past.

Learning to think differently was part of the transition for Shaun Doran at the Furniture Resource Centre, when he moved from a career in the timber industry. “In the private sector, even though there’s talk of cor-

porate social responsibility, things are more one-dimensional and move at a certain pace. However, in a social enterprise, everything has to be thought through because of the need to fulfil social goals. The speed is slower but you learn to tailor your expectations to suit the reality of a different environment.”

One other major difference between sectors is salary, which in the social sector tend to be lower. However, Sophi Tranchell believes that job satisfaction and flexible working practices more than compensate. “Everyone at the Day Chocolate Company is so motivated because Divine chocolate is a fantastic idea,” she says. “We’re showing you can do business in a better way and still do well, and that gives everyone a kick.”

Earning less to gain more in terms of job and personal satisfaction is a neat summary of the rationale behind a move from the private sector into the social economy. And with the number of social enterprises continuing to grow, if you’ve had enough of chasing the pound and want to put your skills to better use, now could be a good time to make the change. ■

NewLife

www.newlife-build.co.uk

Social Enterprise London

www.sel.org.uk

Furniture Resource Centre

www.frcgroup.co.uk



“Don’t think you have to choose between the cut and thrust of business and the warm glow of working for a charity or in the public sector, because social enterprise really does offer the best of both worlds.”

JONATHAN BLAND

Chief executive

Social Enterprise Coalition

www.socialenterprise.org.uk

TOP TIP



Name Lucy Hoyle

Age 25

GREEN ENERGY PROJECT DEVELOPER

So, what do you actually do? I'm project developer for Ecotricity, a green energy supplier. I prepare environmental impact assessments and planning applications for wind energy developments, including

pre-application consultation and negotiations.

How is your company a social enterprise?

Ecotricity is an ethically-minded company. We see ourselves as environmentalists doing business, and not the other way round. When Ecotricity started out it was the world's first renewable energy company.

Did you do any specific education or training that helped you get this job?

I went to Oxford Brookes University to study Environmental Policy and Planning, and I did a Masters which led onto a further two years to gain a PhD.

How did you get into this job?

Through my studies I became interested in renewable energy and, specifically, wind turbines. I applied to Ecotricity as they both build turbines and supply green electricity.

What does your typical day involve?

Managing the site consultation process to identify which sites require further assessment studies, preparing environmental statements involving technical

writing and research, and the day-to-day management of individual planning applications. Also, setting out the planning case for wind turbine developments and providing professional advice on site selection.

What skills and experience do you need to work in this sector?

Some relevant experience of working with planning authorities is certainly useful, as is a background in the built environment, renewable technology or something similar.

What are the best things about your job? It doesn't get better than winning a planning application. After you've put months of hard work in, it's really satisfying to see a project get off the ground.

Any top tips for someone wanting to get into this work? Be prepared to get knocked down sometimes, but remain determined and, most importantly, be green at heart.

Ecotricity

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www.ecotricity.co.uk



ON THE RIGHT TRACK

So you want to work in a social enterprise? **ADRIAN SANDIFORD** explores some routes into the sector.

IF THIS special social enterprise supplement has done its job, you should be dead keen to get involved. But what makes you think the social enterprises out there want you as an employee?

“The key to social enterprises is the values they’re based on, so social enterprise employers need people who share those same values,” says Ian Baker, development executive at the School for Social Entrepreneurs, an education programme dedicated to releasing entrepreneurial talent.

But sound environmental and ethical values aren’t

enough. The business side of social enterprise is just as important: after all, that’s the way their social objectives are achieved. To be a good social enterprise employee, generous doses of business savvy and dynamism are vital ingredients in the mix.

You don’t have to have run a business empire from your folks’ garage, but you do need to show you’ve done something relevant and constructive with you time.

“We want to look at what other projects candidates have been involved in,” says Adam Chetter, development manager at talentSTAR, an arts social enterprise that

aims to help communities establish their own media projects. “It’s not about just going for a job interview – you’ve got to try and build up a portfolio for the future.”

THE DIRECT ROUTE

Like applying for a job in any organisation, the most obvious route is to take the traditional way: job advert, interview, bingo! Think about the particular sector of social enterprise you want to work in. Don’t take a scatter-gun approach, but hone your applications towards the particular field that most interests you.

Large social enterprises

advertise in sector publications like Social Enterprise magazine, The Guardian 'Society' section, and The Times 'Public Agenda' section, but it's worth keeping an eye on local papers too.

Organisations working in specialist fields will often bypass the national media, only advertising in relevant industry titles. Disability Now or Recycling Weekly, anyone? It's also worth networking and meeting organisations – personal contacts can help a lot.

Finally, do your homework. Use the potential employers' website to find out what the organisation is about.

"It's surprising that lots of people don't even bother to do basic research," says Andy Bindon at Greenwich Leisure, one of the UK's largest social enterprises.

WORK EXPERIENCE

There's a lot to be said for enthusiasm, but experience talks. A perfect way to get a foot in the door is to find work experience with similar organisations. The recycling and environment company Green-Works is one social enterprise that takes on interns, recruiting at careers fairs, through word of mouth

and occasionally advertising via universities.

One recent intern, Charmaine Brown, a second year student from Leeds University, was asked to collate an environmental sustainability report for the organisation. For the work she did, she won the 2005 Shell Technology Enterprise Programme Award.

GRADUATE TRAINING

Some of the larger social enterprises, particularly housing associations and leisure businesses, have graduate trainee schemes.

Greenwich Leisure was one of the first social enterprises to run a graduate training scheme. GLL has been crowned London's best employer for practical learning among 14-25-year-olds, and was finalist in the National Training Awards. Its award-winning graduate scheme now takes on ten trainee managers a year.

"It's a two-year scheme where graduates will get good experience in all areas of the business, and they also get to train for relevant qualifications in the leisure industry," says Andy Bindon, director of human resources.

Graduate training is a great way to make your

mark. Over 70 percent of GLL's former trainees are still with the company, most in senior positions.

"Trainees can expect to go into an assistant manager position on finishing, and even become centre manager between 12 and 18 months later," says Andy. "We're looking for people who have a keen interest in the leisure industry but want to combine that with a social agenda. To understand our ethos that to achieve our agenda, we need to be a successful business. Business is a powerful catalyst for social change."

Trainees are expected to demonstrate what GLL calls its ten 'GeLL Factors', including a can-do attitude, a commitment to social aims and experience of working in a team.

THE ACADEMIC APPROACH

In universities, there are social enterprise-specific qualifications on offer, and there are other private sector courses and training available too.

The Judge Business School at Cambridge University offers a Masters in Community Enterprise, in association with the Development Trusts Association. The University of

Leicester offers a Certificate of Higher Education in Social Enterprise. The University of East London offers a BA in Social Enterprises, while Nottingham University offers a Social Enterprise module as part of its Masters in Entrepreneurship. The School for Social Entrepreneurs has a range of academic and hands-on programmes. (See resources directory.)

Chris Mahon at the Institute for Enterprise and Innovation at Nottingham University Business School explains that where these courses will get you depends on your own goals and motivations.

“Courses that provide this type of training can help social entrepreneurs build enterprises which support and sustain their social missions by leveraging business skills and strategies traditionally associated with the private sector,” he says.

BE A SELF STARTER

If you've got a great idea and the entrepreneurial spirit, why not start your own social enterprise? Funding, advice and help is available.

UnLtd is a charity that provides grants and support to social entrepreneurs to

start up and run projects that deliver social benefit. Awards for individuals with new ideas can range between £500 and £5,000.

A number of networks also offer support and information, from Social Enterprise London to the Community Action Network, or the Small Business Service.

Striding Out is a social enterprise set up by 26-year-old Heather Wilkinson, to support young people with enterprising ambitions aged between 18 and 30.

Heather says setting up any business is a challenge, but one that provides a great learning opportunity for a young entrepreneur like her.

“It is important to find the perfect social enterprise idea which will enable you to combine work with pleasure,” she advises. “Setting up and running a business is time and resource intensive, so it has to be a venture which you enjoy and want to spend time on, even at weekends.”

As a self-starter with the right vision, you can have ownership of your project, achieve your ambitions, and achieve real social change. Research what's out there, and be imaginative: you're an entrepreneur. ■


Greenworks
www.green-works.co.uk
Greenwich Leisure
www.gll.org
talentSTAR
www.talentstar.net
School for Social Entrepreneurs
www.sse.org.uk



“Make sure you understand what it means to be a social enterprise and the ethics behind it. A practical, common sense, can-do attitude can be more important than a relevant degree.”

TOP TIP

ANDY BOND
 Managing director
ECT Group
www.ectgroup.co.uk



Name Simon
Fenton-Jones
Age 35

CHIEF EXECUTIVE

So, what do you actually do? I run a professional shoe-shine business in city offices that trains, employs and supports people who have been homeless.

What makes the company a social enterprise? The 'shiners' are referred to StreetShine by participating homeless organisations. They receive training, a regular income and a bank account.

The work gives them a route back into mainstream employment and allows them to develop their own franchise business, as well as improving their confidence, skills and self esteem.

How did you get into this job? I spent several years managing a pig-breeding business in a remote part of Vietnam. Probably not the most straightforward of routes, but it gave me incredible management experience, resilience and the ability to cope with any situation. On return, I couldn't face a 'normal' job, so I helped to set up a homeless football charity. After gaining management experience in the private and voluntary sectors, I was ideally placed to combine both in social enterprise.

What does your typical day involve? Meeting potential customers at a city firm in the morning followed by recruiting at a homeless hostel in the afternoon. In between, I'll be meeting current employees and helping them maximise their business, as well as sorting out employment issues such as benefits and bank accounts.

What kind of personality is best suited to working in a job like yours? You need an ability to get on with people, a problem-solving approach, to be open minded, up for a challenge and fairly relaxed, while maintaining a professional service for customers.

What skills and experience do you need to work in this sector? Without a good business plan and sound business skills, you cannot achieve your social aims.

What's the most memorable experience you've had in this job? Seeing an employee use his first pay cheque to move from sleeping rough under a bridge into a flat. I'm motivated by inspiring people to maximise their potential.

Any top tips for someone wanting to get into this work? Get as much experience as you can and start applying, as well as networking in the social enterprise sector.

StreetShine

t. 020 7840 3468

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www.streetshine.com



SEEDA is the Government funded agency responsible for the economic and social development of the South East of England.

THE SOUTH EAST really is a driving force of the UK's economic life. As home to over eight million people, covering the counties of Berkshire, Buckinghamshire, Hampshire, the Isle of Wight, Kent, Oxfordshire, Surrey and East and West Sussex, the South East is bigger than

Scotland, Wales and Northern Ireland combined.

THE REGION'S economy is the 22nd largest in the world, bigger than several countries including Denmark, Austria, Sweden, South Africa, Singapore and Greece.

SEEDA aims is to create a prosperous, dynamic and inspirational region by helping businesses compete more effectively, training a highly skilled workforce, supporting

and enabling our communities, while safeguarding our natural resources and cherishing our rich cultural heritage.

WE ARE a catalyst for change, working in the South East with partner organisations, businesses, schools and colleges, local authorities, Government agencies, voluntary and community groups, and many others.

THE CHALLENGES we face come in many forms: social exclusion,

WORKING WITH SOCIAL ENTREPRENEURS

Social Entrepreneurship has a vast role to play in the South East.

In 2005 The South East Social Enterprise Steering group launched its regional framework for social enterprise. This framework seeks to develop the infrastructure to support the development of social enterprise, within the context of the wider economy.

Working in partnership with 16 agencies, we are working to develop new markets where social entrepreneurs can operate, from environmental business,

to ethical trade, culture, regeneration and housing.

We have created a network of county development partnerships throughout the region and will be working closely with them to support the integration of social enterprise and entrepreneurship into local public, private and voluntary and community sector organisations.

This is a new and exciting time for social entrepreneurs in the South East and we are doing all we can to give opportunities for exploration and innovation.



housing and skills shortages, environmental damage and over stretched public services.

THE CONTINUED success of our region depends on the realisation that business, environmental and social goals are all inextricably linked. Sustainable communities depend on sustainable business and vice versa.

AS WE move into the 21st century, it is becoming increasingly clear that our productivity and therefore

our competitiveness depends on the ability of our region to release more people into economic activity.

WE NEED to meet demands for new skills, invest in efficient infrastructure and housing and address the economic and social consequences of globalisation and demographic change at the local level.

SEEDA is committed to developing the people and the skills the South East needs to meet these challenges.

FIND OUT MORE ABOUT SEEDA, AND THE WORK WE'RE DOING TO SUPPORT SOCIAL ENTERPRISE.

TEL. 01483 484200

EMAIL. Sarah.Linington@seeda.co.uk

www.seeda.co.uk

Equal

CULTURAL SHIFT
SOUTH EAST



Name Daniel
Drummond
Age 29

COMMUNITY DEVELOPMENT WORKER

So, what do you actually do? I am a development worker at the Black Health Agency in Manchester, which promotes health equality for black and minority ethnic (BME) communities, through a range of local regional and national services. It's been recognised that there is a low number of drug users from BME communities

accessing treatment, so part of my role is bridging the gaps between drug service delivery and BME drug users' needs, by setting up projects, developing partnerships and informing local strategies.

How is your company a social enterprise? We are a voluntary sector charity and company limited by guarantee, and although most of our services do not produce surpluses, we do generate funds through training on diversity, which I help deliver.

Did you do any specific education or training that helped you get this job? I've got a diploma in Social Science and a degree in Sociology. Although having an academic background is important, I think it was more about my experience. I've worked in both the voluntary and private sectors. It's not always about the jobs you've done but more about recognising the skills you've gained.

What does your typical day involve? It can be anything from writing reports, delivering training, doing presentations, visiting community groups or services and, most importantly,

developing solutions to race equality issues.

What kind of personality is best suited to working in a job like yours? Anyone who has a strong ability to connect with communities. You also need to learn from your mistakes and learn from those around you.

What's the most memorable experience you've had in this job? Taking young people who had been excluded from school on a residential event looking at drug issues in their local areas.

What are the best things about your job? I enjoy nearly everything about it. It's nice working on different levels, from grassroots work with communities to strategic planning and project development.

What are your top tips for someone wanting to get into this work? Take every opportunity that comes your way, and recognise all your experiences as valuable, whether they are good or bad!

Black Health Agency

t. 0161 875 2052

e. info@blackhealthagency.org.uk
www.blackhealthagency.org.uk

1.2%

Percentage of UK businesses that are social enterprises

1 in 5

Proportion of social enterprises that earn more than £1 million a year

1 in 50

Proportion of UK workforce employed by social enterprises

25%

Average income social enterprises earn from selling goods or services

£18bn

Total turnover of the UK social enterprise sector, each year

10

Number of people employed by a typical social enterprise

80

Number of local leisure services that are social enterprises

1 in 5

Proportion of social enterprises located in London

15,000

Number of social enterprises in the UK

RESOURCES

In association with



UNLTD supports people who have the ideas and the commitment to make a difference in their communities. It provides a package of funding and support, to help these individuals establish projects that deliver social benefit.

LEVEL 1 Awards of between £500 and £5,000 are for individuals with new ideas, who want the opportunity to put them into practice.

LEVEL 2 Awards can be up to £20,000 and are for exceptional individuals who are applying innovative solutions to social problems.

www.unltd.org.uk

FINANCE

Community Development Finance Association

Trade association of community development finance institutions, providing financial investment in disadvantaged communities.
www.cdfa.org.uk

Charities Aid Foundation

CAF provides specialist financial services to charities and their supporters. It provides grants for any charitable organisation, with some funds specifically targeted at organisations with an annual income of up to £50,000.
www.cafonline.org

Access Funds

Aims to provide the latest funding information from central government, the National Lottery, devolved governing bodies, the EU and quangos. The site has a wide range of services to help you fundraise and also contains directories of funding programmes and guides to funding.
www.access-funds.co.uk

London Rebuilding Society

Provides loans to social enterprises in London.
www.londonrebuilding.com

INITIATIVES FOR YOUNG PEOPLE

A Glimmer of Hope

Funds enterprising projects for the under 25s, internationally and in the UK.
www.aglimmerofhope.org

Changemakers

Encourages young people to take the initiative and tackle issues they are concerned about.
www.changemakers.org.uk

Millennium Award winners

Examples of inspiring individuals throughout Britain, and what they have done with their Millennium Award.
www.starpeople.org.uk

Prince's Trust

The Trust's Enterprise Works scheme offers paid work and training for 16-18 year olds, supporting local enterprise.
www.princes-trust.org.uk

MEDIA

'Changing Places'

BBC Radio 4 series featuring 'social entrepreneurs' in Britain whose work is transforming their area.
www.bbc.co.uk/radio4/science/changingplaces

EMES Project

European-wide research into social enterprise.
www.emes.net

'How to Change the World'

Examples of social entrepreneurs from around the world, featured in one handy book.
www.howtochangetheworld.org

Social Enterprise Coalition

Produces a range of publications and links covering social enterprise activity in the UK.
www.socialenterprise.org.uk

Social Enterprise London

Publishes a range of books providing an overview of social enterprise and information on particular areas and fields of activity in the capital.
www.sel.org.uk

Social Enterprise magazine

Weekly magazine with articles on social enterprise and regeneration in the UK.
www.socialenterprisemag.co.uk

Social Enterprise:

A strategy for success

UK government policy on supporting social enterprise.
www.dti.gov.uk/socialenterprise

OTHER ORGANISATIONS

Enterprising Solutions Award

National annual award for social enterprise, supported by the DTI Small Business Service, with Social Enterprise magazine.
www.enterprisingsolutions.org.uk

Scarman Trust

Provides practical assistance to local people to bring about change from within communities.
www.thescarmantrust.org

Startups

Site dedicated to everything you need to know about starting up and running your business.
www.startups.co.uk

The Cat's Pyjamas

Training for people developing social enterprises, run by the successful Furniture Resource Centre in Liverpool.
www.the-cats-pyjamas.com

Upstarts Awards

Annual award scheme for social enterprise and social entrepreneurs, run by the New Statesman magazine.
www.newstatesman.co.uk/upstarts

World in Need

Grant maker investing in the development of the ideas and organisations inspired by social entrepreneurs.
www.world-in-need.org.uk

SOCIAL ECONOMY THINKTANKS**Demos**

Independent thinktank, that has published several reports promoting more enterprising and entrepreneurial approaches.
www.demos.co.uk

New Economics Foundation

Independent thinktank that publishes good practice on social enterprise and community economic activity.
www.neweconomics

Smith Institute

Independent thinktank focusing on the changing relationships between social values and economic imperatives.
www.smith-institute.org.uk

TRAINING**Centre for Economic and Social Inclusion**

Provides training that aims to make organisations better informed about both policy and practical day-to-day operational issues.
www.cesi.org.uk

Directory of Social Change

Provides practical training courses for voluntary and community organisations.
www.dsc.org.uk

Learning and Skills Council

Develops and implements government training. Gateway to 47 local offices across England that works with community groups to provide local training.
www.lsc.gov.uk

Social Enterprise Training and Support

Web-based information resource to help you find appropriate training on social enterprise. Also hosts events and news.
www.setas.co.uk

School for Social Entrepreneurs

Offers hands-on training programmes for those already working in social enterprises, and for those new to the sector.
www.sse.org.uk

Scottish Enterprise

Offers a variety of programmes designed to give you a valuable lead over your competitors, through initiatives such as Skillseekers and Modern Apprenticeships.
www.scottish-enterprise.com

UK UNIVERSITIES**Judge Institute, Cambridge University**

Masters in Community Enterprise. Part-time qualification for people working in regeneration, developed with the Development Trusts Association.
www.jims.cam.ac.uk

Skoll Centre for Social Entrepreneurship, Oxford

MBA in social entrepreneurship. A global centre for social entrepreneurship, carrying out research and education.
www.sbs.ox.ac.uk/html/faculty_skoll_about.asp

Social Enterprise Unit, Heriot Watt University

Research, consultancy and good practice to support the development of social enterprise.
www.sml.hw.ac.uk/socialenterprise

University of East London

MA/Postgraduate Diploma/Certificate in Social Enterprise. Qualification for people interested in social enterprise, developed with Social Enterprise London.
www.uel.ac.uk



FOR MORE INSPIRATION...

Young Social Enterprise is a magazine packed with stories about dynamic young social entrepreneurs, and the people that work with them.

GET YOUR FREE DOWNLOAD NOW!

www.socialenterprisemag.co.uk

UMBRELLA BODIES

Community Action Network

Online network of social entrepreneurs throughout the UK.
www.can-online.org.uk

Councils for Voluntary Service in Scotland

The organisation that supports, promotes and develops local voluntary and community action.
www.cvsscotland.org.uk

Development Trusts Association

National network of development trusts and community-owned and -led organisations that cultivate enterprise and build assets.
www.dta.org.uk

England: Business Link

National service that provides help and advice on all aspects of setting up and running a business, whether you're a sole trader or a business with 250 employees.
www.businesslink.org

National Association of Councils for Voluntary Service

Umbrella body for local volunteering centres, with offices UK-wide.
www.nacvs.org.uk

Small Business Service

Seeks to promote small businesses by working with others within government and with people in the private and voluntary sectors. Runs regional networks of advice centres run by local providers for small business.
www.sbs.gov.uk

Senscot

Scottish network of social entrepreneurs.
www.senscot.net

Social Enterprise Coalition

National membership coalition representing the interests of social enterprises.
www.socialenterprisemag.co.uk

Social Enterprise London

Membership and support network for social enterprises in London.
www.sel.org.uk

Social Enterprise Unit

Government department promoting social enterprise within the Department of Trade and Industry.
www.dti.gov.uk/socialenterprise

Social Firms UK

National network, information and support for companies set up to create employment for disabled people.
www.socialfirms.co.uk

■ National Council for Voluntary Organisations

www.ncvo-vol.org.uk

■ Scottish Council for Voluntary Organisations

www.scvo.org.uk

■ Northern Ireland Council for Voluntary Action

www.nicva.org

■ Wales Council for Voluntary Action

www.wcv.org.uk
National umbrella bodies for charities in England, Scotland, Northern Ireland and Wales.

VOLUNTEERING

Do-it.org

Online databases of volunteering opportunities across the UK.
www.do-it.org.uk

Northern Ireland Volunteer Development Agency

Aims to point people in the right direction and provide useful information for those interested in becoming volunteers.
www.volunteering-ni.org

Timebank

A national volunteering campaign raising awareness about giving time through voluntary work, inspiring a whole new generation of volunteers.
www.timebank.org.uk

Volunteering England

Promotes volunteering across the UK, with a news wire, a database of organisations and advice.
www.volunteering.org.uk

Volunteering Wales

Advice and listings for volunteering in Wales.
www.volunteering-wales.net

WORK TO LIVE

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IF YOU have ever wondered whether there is a way to combine working in a business with giving something back to society, then social enterprise could be the answer for you.

Social enterprises are unique businesses that combine making a profit with working towards social goals. The Big Issue, Jamie Oliver's Fifteen restaurant and The Eden Project are among some of the biggest names in this exciting sector.

The growing world of social enterprises offers career opportunities for everyone, whatever their background, skills and ambitions. All you need is a bit of business savvy, and a firm commitment to making the world a better place.

“

If you're passionate about making our world a better place, why not think about a career with one of the many businesses that focus on generating success by tackling social and environmental issues, and transform communities in the process? Social enterprises and other ethical businesses provide this magnificent opportunity.

”

Alun Michael MP, Minister for Social Enterprise

socialenterpriselondon

www.sel.org.uk