A South East of England Development Agency Study

SEEDA SOCIAL ENTREPRENEURS
THE IMPACT

A project to identify 25 entrepreneurs, explore their impact and consider the potential benefit of bringing them together in cluster developments

Study area:
Kent and Hampshire

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On behalf of

Community Action Network

www.can-online.org.uk
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1. Executive summary

1.1. Introduction

This contract has three main objectives:

- A report collating the experiences, projects, impact, opportunities, support needs and barriers to success of 25 social entrepreneurs in Dover, Isle of Wight, Medway, Southampton/Portsmouth and Thanet
- Identify any pre-existing social clusters and interests for development and/or creation of new clusters, by identified social entrepreneurs
- Develop a network of social entrepreneurs through the CAN forum

The work was undertaken by the Community Action Network (CAN) using their locally based partners.

To undertake the work CAN concentrated on two key areas;

- Tracking and mapping 25 entrepreneurs
- Action learning providing entrepreneurs with an opportunity for development

1.2. Finding Entrepreneurs

The CAN team interviewed 147 people via recommendation; from this, using interview and assessment techniques, a final team of 25 participants were identified. The interviews from these people were then collated and analysed.

The final participants generate;

Table 1: Collective Impact
An annual turnover of £7,863,000 Employers of 294 full time positions Working for 53,531 direct beneficiaries Engagers of 371 volunteers

They work in a variety of ways ranging from art projects to outward bounds. They provide services to over 50,000 people.

Twenty-two of the participants started the initiatives themselves, so are directly responsible for the provision of this activity. The others substantially grew the organisations when they took over.

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The Social entrepreneurs were an accomplished group, however they did identify some needs. The most commonly described needs were –

- More funding
- Recognition/credibility for what they have achieved
- More premises/land
- More staff

1.3. Action Learning

The CAN team organised regional events to provide an opportunity for action learning.

These resulted in 12 new initiatives being formed, 4 clusters being actively explored and a network hub forming.

One entrepreneur described the event as;

> "A first-rate, much needed initiative. Until I read the documentation and attended the event I felt that I was beleaguered and out of step. I now realise that much of our frustration is because we do not have the combined power that group social entrepreneurship can give."

Twenty five people are now taking up their membership of CAN and are becoming linked via the CAN extranet. They are undergoing training in both IT and making networks work.

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2. Introduction

2.1. SEEDA

The South East England Development Agency (SEEDA) was established by the government through the Regional Development Agency Act 1998 and came into operation on 1 April 1999, to take the strategic lead in promoting the sustainable economic development of the region.

The SEEDA mission is to work with partners to make the south east of England a world-class region, achieving sustainable development and enhanced quality of life as measured by:

- Economic prosperity
- Environmental quality
- Social inclusion - ensuring meaningful employment for all

SEEDA work with partners across all sectors to agree the strategic framework and priorities for promoting sustainable economic development in the region. They published the region's first economic strategy in October 1999 following consultation with 20,000 organisations and individuals across the region, and a revised Regional Economic Strategy was published at the beginning of 2003.

SEEDA also work with partners to develop and fund activities that make a real difference on the ground. For example, SEEDA provides funding and other support for initiatives that:

- Promote business enterprise, competitiveness and innovation. The network of enterprise hubs (linking business to universities and other centres of excellence in research) and Enterprise Gateways are prime examples of this.
- Help ensure that we know the learning and skills needs of businesses and that these are met quickly.
- Help attract the right type of international investment to the region - investment that will bring much-needed jobs to some parts of the region and enable sustainable growth and competitiveness in others.
- Address the regeneration needs of deprived communities so that they contribute to and benefit from the general prosperity of the region.
- Promote the sustainable use of land by bringing previously developed sites back into use for business, housing, recreation, or to improve the environment generally.

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2.2. Community Action Network (CAN)

Community Action Network (CAN) is a national, membership-based, learning and IT support network for social entrepreneurs.

Founded in 1998, CAN aims both to raise the profile of social entrepreneurs and their work, and to support them in delivering specific projects. CAN stimulates new, entrepreneurial ways of tackling social problems more effectively and efficiently, through developing, supporting and networking social entrepreneurs; connecting people in communities and in voluntary and not-for-profit organisations with the public and private sectors; and the sharing of ideas and practical experience.

Social entrepreneurs may be identified as the 'moving spirits' (Leadbeater, 1997) within communities, using many business methods to create social capital and social profit to regenerate and improve the quality of life in some of the most difficult and excluded communities. They work by forming creative partnerships with central and local government, businesses, and other community groups and charitable organisations to achieve far-reaching change.

CAN's core aim is to achieve significant impact in the field of community regeneration. This is achieved through:

- Increasing the number of social entrepreneurs, raising their profile and improving the quality of their work
- Enabling social entrepreneurs to use state-of-the-art network communications to learn from and support each other
- Enabling social entrepreneurs to develop revenue-generating and profitable partnerships in the public, private and social sectors, thereby addressing issues of sustainability

CAN's Activities

CAN's principal activities now broadly encompass the following key areas:

- Supporting and encouraging social entrepreneurs (especially excluded groups) through a network that provides (a) peer support, learning and mentoring; (b) training backed by tailored information; (c) a market place where services and expertise can be exchanged and shared between social entrepreneurs
- Developing CAN centres and clusters nationally to connect community projects and social entrepreneurs across the UK, to facilitate collaborative work between them, and diversify opportunities for community/social enterprise and volunteering
- The direct delivery of projects such as DirectSupport and Millennium Volunteers
- Promoting and developing successful social enterprises especially via social franchising
- Raising the profile of social entrepreneurs and disseminating best practice
- Building partnerships both amongst community groups and social entrepreneurs and between the private, social and public sectors

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- Encouraging the public and private sectors to collaborate with social entrepreneurs as equal partners, to improve business effectiveness and profitability and to speed up social regeneration

2.3. The Research Project

2.3.1. Background

This proposal arose from discussions between CAN and SEEDA. Both organisations have a commitment to regeneration in the South East and an interest in exploring the role and opportunities for social entrepreneurs.

2.3.2. Rationale

SEEDA wished to identify the potential for growth of the social sector in a sample of the most disadvantaged areas, and identify how SEEDA can support local social entrepreneurs to facilitate sustainable regeneration in local areas.

The project aims to link this with work in hand, to support the growth of social and community enterprise in the region.

The project also hopes to identify champions that can help assist SEEDA to develop and support activity to improve local economies in the 20% most deprived wards in the nation, 119 of which fall in the south east region (see Appendix 2), and to achieve sustainable community regeneration. SEEDA is interested in learning from best practice with the aim of developing specific initiatives to support local projects and communities.

A secondary purpose of the study is to assess the viability of developing clusters and the co-location of social entrepreneurs in the SEEDA region, to enable the project sponsor to decide whether resources should be committed to developing such a project.

2.3.3. Objectives

This contract has three main objectives:

- A report collating the experiences, projects, impact, opportunities, support needs and barriers to success of 25 social entrepreneurs in Dover, Isle of Wight, Medway, Southampton/Portsmouth and Thanet
- Identify any pre-existing social clusters and interests for development and/or creation of new clusters, by identified social entrepreneurs
- Develop a network of social entrepreneurs through the CAN forum

2.3.4. Outputs

- A report encompassing all objectives stated above. Ten bound copies, one unbound copy and an electronic version of the report will be presented to SEEDA.
- A separate list containing a minimum of 25 social entrepreneurs will be presented to SEEDA; this list will also include names of potential entrepreneurs or people of other interest.

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- Two regional events will be held for the social entrepreneurs, one in each county. Reports on the events are included in this document.
- A collection of baseline demographic data for the regions involved in the research project.

2.3.5. Key Outcomes

Increased networking by social entrepreneurs - all of the social entrepreneurs involved in the project will have the opportunity to meet and discuss initiatives during the regional event; in addition to this they are also all linked through the CAN extranet

New social sector partnerships formed - as a result of the networking opportunities it is hoped that structured partnerships will be formed between organisations within the social sector.

Raised awareness of the role of SEEDA in the social sector - through exploring local communities and working on the streets looking for initiatives and social entrepreneurs, it is expected that the profile of SEEDA will be raised.

New project opportunities explored - as a result of the regional events, new projects are expected to be explored.

Increased opportunity for social sector development - the extensive trawl through local communities is expected to provide information on initiatives and projects as well as people that may have 'slipped through the SEEDA net'.

Increased awareness in SEEDA of the role played by social entrepreneurs in their area - the people and organisations visited through the research project will learn that the Regional Development Agency is realising the benefits of social entrepreneurs and trying to find models to support them.

2.4. Defining The Project

There are two distinct functions within the project, the first is research and the second is action learning.

2.4.1. The Research

This aspect of the project is to identify 25 social entrepreneurs, assess the impact they are having, what their needs are, and to assess their level of interest in social clusters.

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2.4.2. Action Learning

This aspect of the project focuses on actually providing the participants with an opportunity to learn from the process of the research, this will primarily be achieved through regional events and collective IT training.

2.5. Definitions

2.5.1. Social Entrepreneurs

Social entrepreneurs are the equivalent of true business entrepreneurs but they operate in the social, not-for-profit sector, building 'something from nothing', and seeking new and innovative solutions to social problems.

- Their aim is to build 'social capital' and 'social profit' to improve the quality of life in some of the most difficult and excluded communities.
- Their work reaches the parts of society other policy initiatives do not touch.
- They identify un-met social need and generate solutions based upon a close reading of the views of those most directly affected.
- They normally work in creative partnership with central and local government, business, the churches, charities and other local and national institutions and they are skilled at constructing such partnerships.
- They have frequently achieved ambitious projects and far-reaching change, in the most unpromising circumstances and with minimal resources.
- They recognise, encourage and employ skills from different faiths, cultures, traditions and backgrounds, bringing them together in new and creative ways to address practical problems.
- They are skilled at redirecting, using and regenerating underused, abandoned, redundant or derelict human and physical resources (skills, expertise, contacts, buildings, equipment and open spaces).

Source: CAN Website December 2002

Tony Blair, Prime Minister, defines a social entrepreneur as:

"Someone who brings to social problems the same enterprise and imagination that business entrepreneurs bring to wealth creation."

Cited on SEO-ONLINE Website December 2002

2.5.2. Cluster

A social entrepreneur cluster development is a group of inter-connected organisations from the community, voluntary or third sector that co-locate to a shared workspace.

A social entrepreneur cluster development could host a whole mix of organisational types, ranging from specialist suppliers and service providers, eg volunteering organisations, second-tier supporting organisations, grant/donation bodies, contracting companies,

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intermediate labour market and training organisations including not-for-profit, social enterprises and grass roots community organisations who deal directly with the public. These organisations may both compete and co-operate but they have a shared vision or purpose for the use of the workspace.

Developing clusters provides beneficiary organisations with a critical space in which to grow. These include a shared infrastructure, meeting rooms, catering facilities, IT facilities, photocopying, franking machines and other office infrastructure. These spaces are designed to be high quality and cost-effective so that they become self-sustaining.

2.5.3. Research Area

SEEDA covers the county and unitary authority areas within the south east region - Berkshire, Buckinghamshire, East Sussex, Hampshire, the Isle of Wight, Kent, Oxfordshire, Surrey and West Sussex. The region includes 12 unitary authorities and 55 district/borough councils.

The following research areas were selected on the basis that they contained 49 of the 119 most deprived wards in the south east region as ranked by the Index of Multiple Deprivation. They include: Thanet, Dover, the Isle of Wight, Medway and Southampton/Portsmouth.

Source: SEEDA Area Investment Frameworks

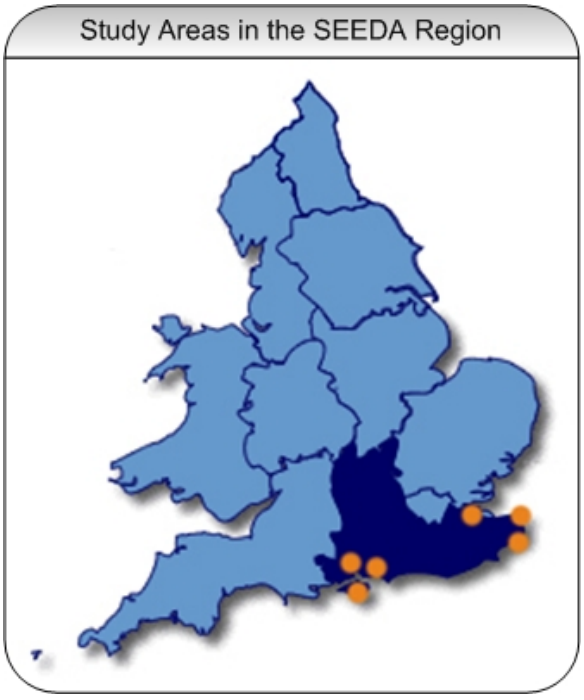

Figure 1: Location of Research Areas

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3. Methodology

To complete the project and achieve the project aims, CAN used five key tools: primary individual interviews, secondary research, analysis and selection, focus groups, electronic networking and direct training.

3.1. Interviews

CAN believes in value gained from investing time with people to capture their experience through qualitative research. To this end the work was based on engaging participants in non-judgmental, open-style interviews, and interpreting this qualitative data into meaningful feedback.

Structured interviews were used to cover key areas whilst encouraging interviewees to explore the issues honestly and constructively.

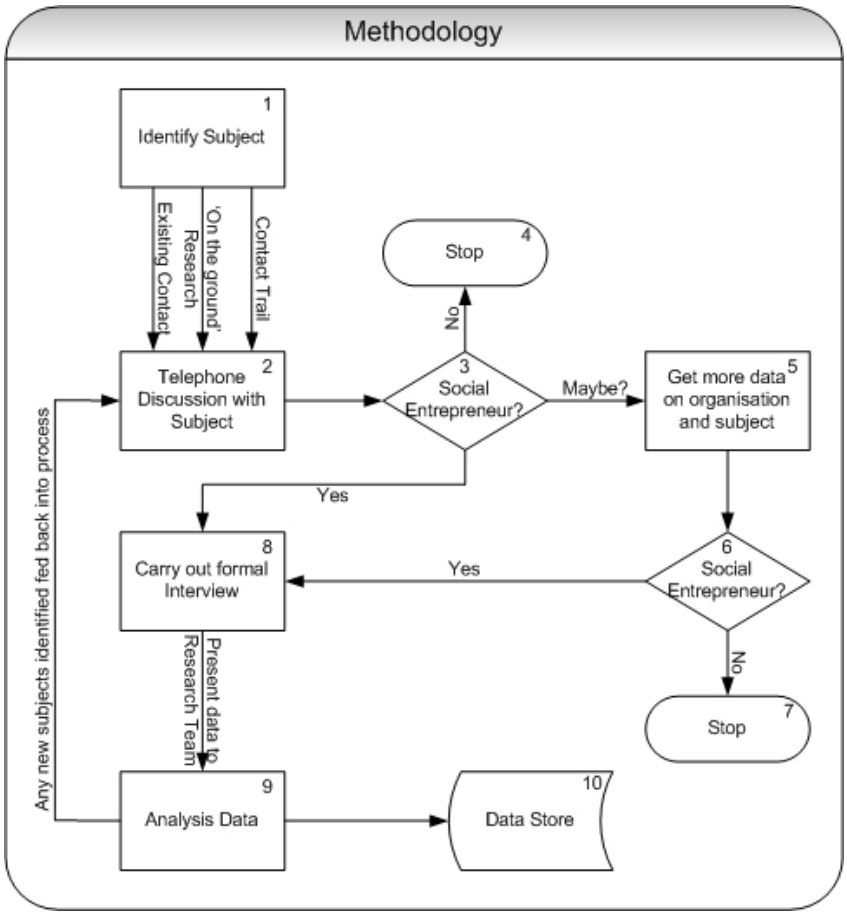

Figure 2: Methodology Flow Chart

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Notes:

1) Entrepreneurs were identified through existing CAN contacts, on the ground local community champions and contact trails. The CAN team used networks and recommendations to identify possible entrepreneurs.
2) An initial meeting was held with the subject either by telephone or in person to assess whether they matched the basic criteria for the programme.
3) At this stage some subjects were ruled out, others accepted and some required further information before the researcher could ascertain whether they fitted in with the requirements of the programme.
4) If the subject was ruled out at this early stage only contact information was stored.
5) Where more data was required this was obtained from third parties, and secondary research about the subject and their initiatives.
6) After the extra data had been collated the researcher approached the CAN team and a decision was made as to the subject's initial suitability to go further in the process.
7) If this information concluded that the subject did not fit the established criteria they were withdrawn from the project with only contact information stored.
8) For all of those whom the team identified as social entrepreneurs, a lengthy structured interview was used to collect both quantitative and qualitative data. This data was recorded through a 'back office' secure database.
9) After all of the subjects had been interviewed the team got together to analyse the data. One of the outcomes from this was a number of new leads for potential subjects.
10) Candidates were then considered and divided into four categories:
    - Not suitable (only contact data was kept)
    - Still unsure (candidates were invited to the regional event)
    - Supporter of entrepreneurs (candidate invited to regional event, lower level data held on file)
    - Entrepreneur (invited to regional event and stored for collation with the project)

    All data was stored in conjunction with CAN data protection policy.

3.2. Analysis And Selection

During the research project 142 people were contacted and preliminarily interviewed following leads from the three sources indicated in note 1 above. These people were contacted in person or via the phone.

Seventy-six of these people were then considered as detailed in notes 4 to 10. From this work 37 people were agreed as potential for inclusion in a regional event. These people were then formally interviewed to capture data that could be used to present initial feedback at the regional events.

Thirty-seven people were invited to attend the regional events. Of these, four were people the team had not been able to fully assess due to availability. Two of these people were later interviewed formally for inclusion in the project, with two people who had undergone the formal process prior to the event, being withdrawn after the events.

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It became apparent through interviews that there were a number of movers and shakers within local areas who made a significant impact on the development of initiatives and projects. The CAN team realised that although they were undoubtedly major players, their role was enabling rather than direct delivery. They have been included in the report as their intrinsic value may well prove useful to SEEDA.

3.3. Focus Groups

Two major focus groups were held, one in Ashford, Kent and one in Gosport, Hampshire. To ensure the most was achieved from these events a bespoke programme was developed that provided a national focus, regional input and a facilitated interactive discussion. The interactive element of the group used an experiential model supported by a directed learning approach.

To support the major focus groups, two minor groups were organised, one in Kent and one in Hampshire. Their aim was to capture baseline data in order to plan the major groups and facilitate shared on-line learning.

3.4. Secondary Research

To support the primary project work the CAN team undertook some secondary research. This was divided into two broad areas. The first part of the secondary research was in relation to the national context of entrepreneurs and gaining a greater understanding of the local areas. The second part of the secondary research focussed on gaining background information on both the projects run by the entrepreneurs and the projects they run now and in the past. In addition to this the team undertook secondary research into the national context of cluster developments.

3.5. Electronic Networking

In order for the selected participants to maximise the CAN membership, they have been linked into the CAN network. The IT team at CAN have created a separate conference within the CAN system exclusively for the SEEDA entrepreneurs. This facility will allow them, along with the inclusion department at SEEDA, to have confidential, closed on-line conference facilities for project development and discussions that relate exclusively to the SEEDA region. The identified participants will be given an identification and password to enable them to access this facility

Deleted:

3.6. Training

A structured two-day training event is being made available to all SEEDA entrepreneurs identified through the project. This training will take place in Stanton in the Cotswolds. The course will cover basic IT training, maximising the on-line opportunities, how to access funding as an entrepreneur, and understanding national issues facing entrepreneurs. The training will be run throughout the year to ensure all participants have the opportunity to access it.

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3.7. Project Time Allocation

Area of Activity	Hours	Total in days
Interviews	473	68
Focus group - planning and delivery	32	4.5
Secondary research	28	4
Electronic networking	12	1.75
Training	42	6
Report writing	32	4.5
Total direct project days	**613**	**87.5**

Table 2: Project Time Allocation

NB. It is important to note these are only direct project hours; they do not include project management or support. Equally they do not reflect any non-hours based expenses such as venue hire, travel, IT equipment, CAN membership, stationery etc.

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4. The Project Context

4.1. The Contribution of Social Entrepreneurs Generally

4.1.1. The Social Economy

As local economies grapple with issues of social exclusion, structural unemployment, changing work patterns and regeneration, the social economy is seen as a sector that can make a significant contribution to social cohesion, urban renewal and job creation.

European research predicts growth in the social economy faster than the rest of the economy with large numbers of jobs to be created. Between 1990 and 1995 the UK voluntary sector grew faster than it did in other European countries (London School of Economics, 1998), and has become a significant contributor to GDP. There are 135,000 active general charities in the UK, though the economic weight of the sector is concentrated in a relatively small number of large organisations – 88% gross income is accounted for by less than 10% of organisations (NCVO, 2000).

However, in parallel with growth, there has been considerable change in the sector. Firstly, traditional public services have moved across boundaries to the private and voluntary sectors. Secondly, there has been increasing diversification, professionalisation and commercialisation of the sector, with a new wave of very different organisations falling into the voluntary sector (GLE/LVSC, 1999) including not-for-profit and social enterprises – all of which provide welfare services to the community through contracts and deliver on government strategic objectives. They also seek to be more competitive, interdisciplinary, business-oriented and responsive to the market (op. cit.). Social entrepreneurs and social enterprises have arisen out of this context.

4.1.2. The Entrepreneur

The term social entrepreneur covers a whole spectrum of entrepreneurial social activity, initiated by both groups and individuals, from pure charitable work funded by grants, donations, sponsorship, limited earned income through to full blown community enterprises, or private sector for-profit companies with share capital but with social goals. Whatever the funding mechanism, the key distinguishing feature is that the activities are delivered in innovative, high quality and enterprising ways using many of the disciplines of business.

Research by Demos (Creative Tension? Social entrepreneurs, public policy and new social economy', Tom Bentley, 2001) highlights three types of social entrepreneurship currently being practiced across the UK. Often more than one kind is exemplified by a given individual, but the impact of the different approaches is important in thinking about how entrepreneurship fits into the wider social economy. The three types are:

Outcome innovators: people who are using entrepreneurial techniques, sometimes intuitively and informally, to create innovative responses to localised social problems and challenges. Often these are people who benefit from basic organisational support and resources, and from the right kinds of network and learning opportunities to share

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knowledge with others. These are people who create projects, found and build organisations.

Deal-makers: social entrepreneurs who, in an increasingly important role, act as brokers and contract negotiators in putting together joint ventures, public-private community partnerships and projects which pool resources between different sectors. Examples of the kind of deal that might be struck include new housing and property developments including socially entrepreneurial components; rebuilding or integrating health facilities; creating entrepreneurial clusters through regional or urban economic development programmes; and so on. Deal-makers can put together the trust, the finance and the vision for complex, large scale projects that allow smaller entrepreneurial projects to flourish.

Evangelists: people who take on the task of pressing the case for social entrepreneurship among government, the wider business world and the mainstream voluntary sector, and who are motivated by the possibility of restructuring the public sector and the social economy to create a much greater role for entrepreneurship. These are people for whom cultural and structural change in large institutions is a long term challenge, and to have full effect they need to be twinned and develop networks with local authority chief executives, senior civil servants, business executives and so on. They run the risk, however, of over-reaching their own ability to deliver in the quest to convince mainstream policymakers that entrepreneurial approaches deserve mainstream resources allocation.

4.1.3. Networking

Successful social entrepreneurs are those who are best networked in terms of the state, local business and other voluntary sector organisations, for example the Manchester Craftsmen's Guild and its associated social enterprises in Pittsburgh, USA, where a small vocational training programme was linked to the state budget; Bromley-by-Bow networking across sectors (cited in Social Entrepreneurship – Clifford Barclay Enterprise Lecture, 2000). Voluntary sector SMEs and social entrepreneurs need to be given space and resources to develop and where they can network and stitch a portfolio of opportunities together.

'Instead of surrounding this sector with a plethora of external trainers, capacity builders, quality assessors, consultants and gate keepers, this sector needs to have the resources to employ skilled workers and to develop an open structure where experiences can be shared, opportunities for useful creative initiatives uncovered, and new partnerships formed to implement projects and meet basic aims and objectives. This is the preferred and practical meaning of capacity building and empowerment, and this is what community development means ….'

(Towards a Borough Wide Strategy and Action Plan for Community Enterprise, Hackney Co-operative Developments, 2000)

4.1.4. Impact And Performance

Findings from 'Unsung Entrepreneurs: Entrepreneurship for Social Gain' (University of Durham, 2001) suggests that across the UK, social initiatives make significant economic and social contributions. In particular, these findings demonstrate that social initiatives generate significant income with 59% having a turnover of between £25K and £100K pa, 36% between £100K and £1M and 6% more than £1M. They also show that social

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initiatives generate employment and patterns of increasing job creation as 88% of initiatives have created jobs for the local community and beneficiaries, reaching a combined figure of 492 and, for 70% of initiatives, this figure had increased since the initiative was established.

Social entrepreneurs meet a need in their community. The scale and size of the initiatives can vary and so too can the outcomes and products, thus it is difficult to quantify measurement for success. However, with a social entrepreneur there is a track record that can be examined to discover how they have delivered initiatives historically within their community.

The link, though not exclusively between social entrepreneurs and social enterprise is growing. As securing funding becomes increasingly difficult, social entrepreneurs are translating their social projects into income-generating initiatives in order to ensure sustainability. It is commonly accepted that social enterprise is a useful tool for a wide range of purpose, summed up by Pearce (1993) as:

- Creating and managing workspace
- Acting as developer for a range of properties
- Running training programmes targeted at the local population
- Running job creation schemes geared to getting the long-term unemployed back to work
- Offering local services which the private sector cannot make pay
- Providing care services where quality of care should be as or more important than profit margin
- Provision of recreational facilities
- Running local heritage and tourist centres
- Providing specialist services to the other community enterprises and community organisations
- Providing social housing
- Providing low cost personal loans

The motivation of social entrepreneurs is very different to that of a business entrepreneur. Primarily, the business entrepreneur is interested in maximising margins through any means possible, be it marketing, sales, cost reduction etc. The social entrepreneur is guided by his/her overall goal of meeting a need; however to be successful and achieve in their field, they must still be good at juggling all of the business factors.

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4.2. The National Context Of Social Entrepreneurs

An example of the impact social entrepreneurs can have is Shotton Hall School.

John Smalley's, (CAN NE Director) work with Shotton Hall School, Peterlee has meant that it has been established as a key member of the CAN Academy Project, which in turn is attracting the attention of politicians and educationalists across the country. In May, the Junior Minister for Education (14 – 19), Ivan Lewis, visited the school and was impressed with the presentation he saw describing the project and the plans to make Shotton Hall School into the focus for a wide range of educational and community regeneration initiatives. In his parting few words he said that he was "impressed and moved by the commitment and energy which is clearly present" amongst the partners in this project.

Meanwhile, the school has formed an alliance with a local voluntary sector organisation, East Durham Partnership, and has made space on school premises for the partnership to relocate its UK Online Centre. This means extra computers for school use, and also means that 200+ adult learners per week will now be using these facilities alongside school pupils, making the school, at a stroke, an adult and community learning centre as well as a deliverer of the National Curriculum for 11-16 year olds. In addition, the school has been successful in its bid to be awarded Centre of Excellence status for Arts – which is a central platform in the school's development plan – and the funding which will accrue from this success will be used, in part, as match funding for a number of other funding bids for ESF, Coalfields Regeneration Trust and ERDF monies. Bids have been submitted, and have scored highly in the initial assessment phase. Hopes are high that a significant and groundbreaking initiative can be developed through Shotton Hall's partnership with CAN and East Durham Partnership.

Social entrepreneurs are having an increasing and major impact on both service delivery and economic growth. The CAN web site highlights the range and scope of initiatives being delivered by entrepreneurs across the UK.

4.3. Demographics And Baseline Data For The Research Areas

The original contract covered five areas: Dover, Isle of Wight, Medway, Portsmouth/Southampton and Thanet. To aid comparison and data analysis, Portsmouth/Southampton was split into their separate districts creating a total of six research areas.

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Table 3 shows basic demographic information for each of the research areas.

Variable	Dover	Isle of Wight	Medway	Portsmouth	Southampton	Thanet
Resident population	108,700	127,000	242,600	189,900	216,000	126,700
All employee jobs	35,200	40,500	77,000	102,600	106,200	31,300
JSA claimants	2,560	3,380	5,030	4,815	5,690	4,270
Income Support claimants	6,575	9,050	13,720	12,710	15,870	11,375
Total live births	1,235	1,221	3,156	2,247	2,571	1,466
Total deaths	1,285	1,804	2,137	2,100	2,167	1,995
Indices of deprivation	120	73	170	121	76	60

Table 3: Demographic Information on Research Areas
Source: Office of National Statistics

Of particular importance when studying the areas are the existing indices of deprivation. All information was collected from the individual wards within the research areas and an average was formed. The ranking is out of 354 and all of the research areas fall in the bottom half of the national index as displayed in Figure 3.

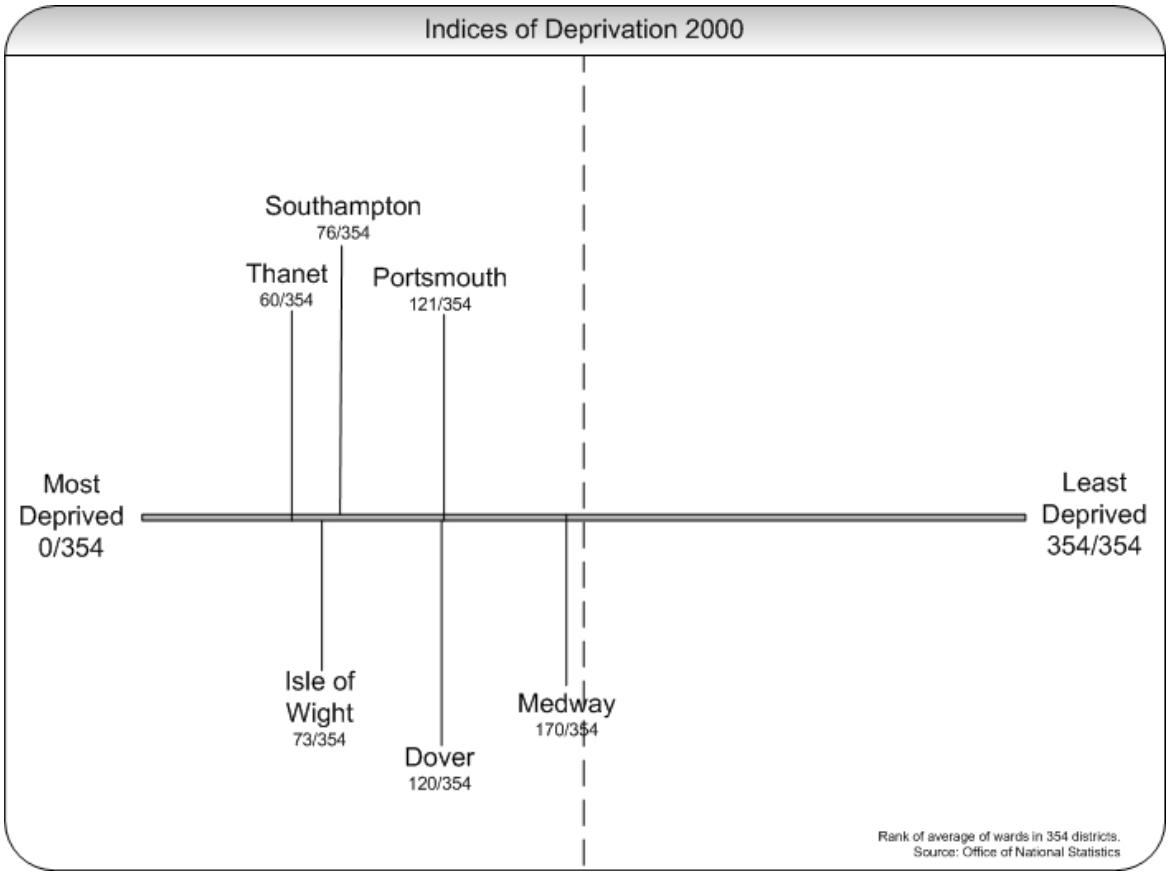

Figure 3: Relative Placement of Deprived Research Areas

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4.3.1. National Lottery Grants As An Indicator Of Social Activity

Seven years ago the National Lottery was started and donations were made to good causes. As it stands today there are six issuing bodies:

- The Community Fund
- The Millennium Commission
- The Sports Council
- The Heritage Lottery Fund
- The Arts Councils
- New Opportunities Fund (NOF)

Each body has specific guidelines for awarding grants, most of which will be available in some form to social entrepreneurs. Therefore, it is interesting to examine the current state of play with awards made to the areas in the research programme.

Authority	Dover	IoW	Medway	Portsmouth	Southampton	Thanet
Arts	£282,670	£2,746,072	£744,103	£927,576	£3,099,147	£1,258,652
Community Fund	£1,567,144	£3,449,392	£3,846,703	£4,014,826	£7,020,133	£2,988,508
Heritage	£1,786,017	£3,080,020	£15,193,438	£10,181,660	£4,946,037	£4,906,713
Millennium	£6,505	£2,371,141	£5,350	£38,097,700	£205,581	£10,775
Sports	£1,808,580	£5,082,597	£2,664,038	£13,192,135	£13,795,924	£2,669,459
NOF	£1,003,885	£2,571,692	£3,518,321	£2,040,904	£2,824,777	£447,735
TOTALS	£6,454,801	£19,300,914	£25,971,953	£68,454,801	£31,891,599	£12,281,842

Table 4: National Lottery Grants per Research Area
Source: Department for Culture, Media and Sport

These figures have little meaning without considering the population of each area.

To aid with analysis, each figure was divided by the number of population in each area resulting in the following table (Table 5). Using the figure for national population as set by the 2001 census (58,789,194), it was also possible to breakdown the total award from each awarding authority per capita of the country.

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Authority	Dover	IoW	Medway	Portsmouth	So'ton	Thanet	UK
Arts	£2.60	£21.62	£3.07	£4.88	£14.35	£9.93	£35.20
Community Fund	£14.42	£27.16	£15.86	£21.14	£32.50	£23.59	£41.62
Heritage	£16.43	£24.25	£62.63	£53.62	£22.90	£38.73	£36.42
Millennium	£0.06	£18.67	£0.02	£200.62	£0.95	£0.09	£33.79
Sports	£16.64	£40.02	£10.98	£69.47	£63.87	£21.07	£30.58
NOF	£9.24	£20.25	£14.50	£10.75	£13.08	£3.53	£15.74
TOTALS	£59.38	£151.98	£107.06	£360.48	£147.65	£96.94	£193.34

Table 5: National Lottery Grants per research area per capita

It is clear to see from the table that only Portsmouth received awards higher than the national average, (this was directly as a result of the Millennium funding largely for the tower, yet to be built). The following graph can be used to aid comparison between the research areas and awards. Thanet is in a Fair Share area – The fact that there have been insufficient applications suggests that the social sector is underdeveloped in this area.

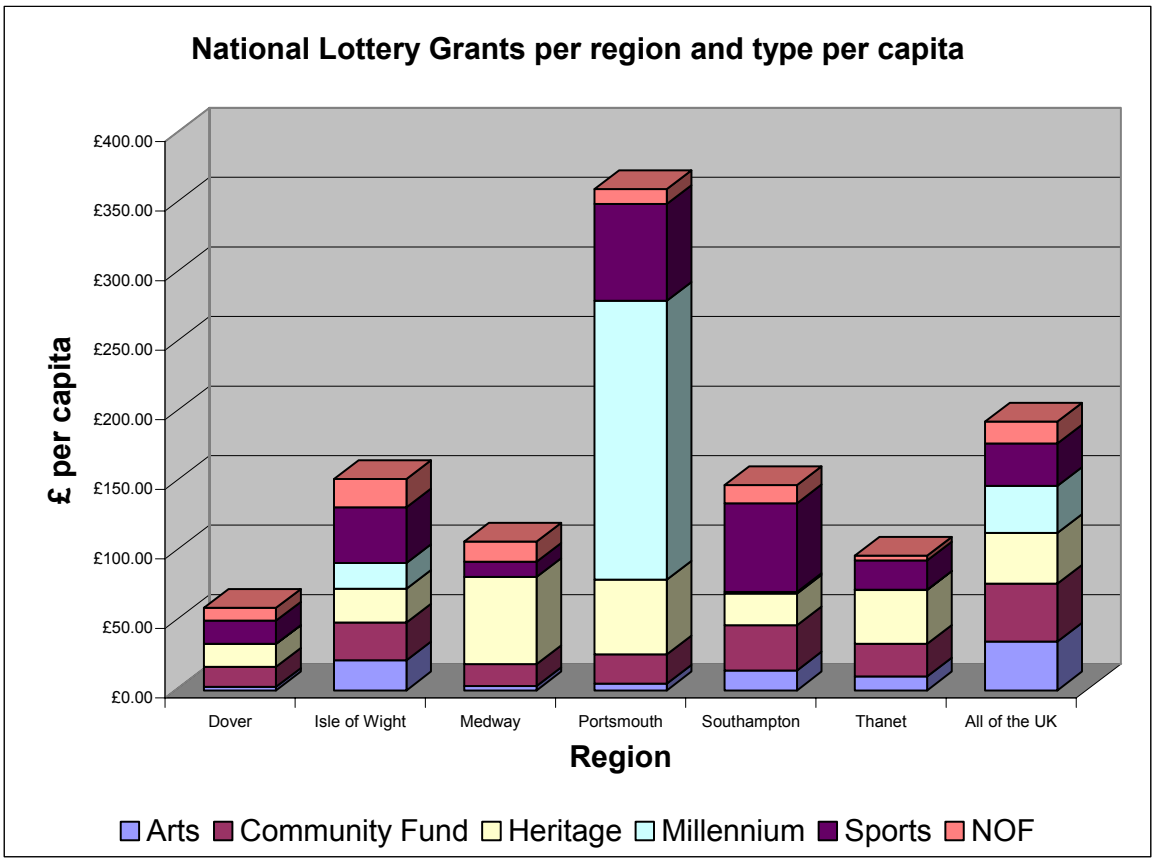

Chart 1: National Lottery Grants per Research Area

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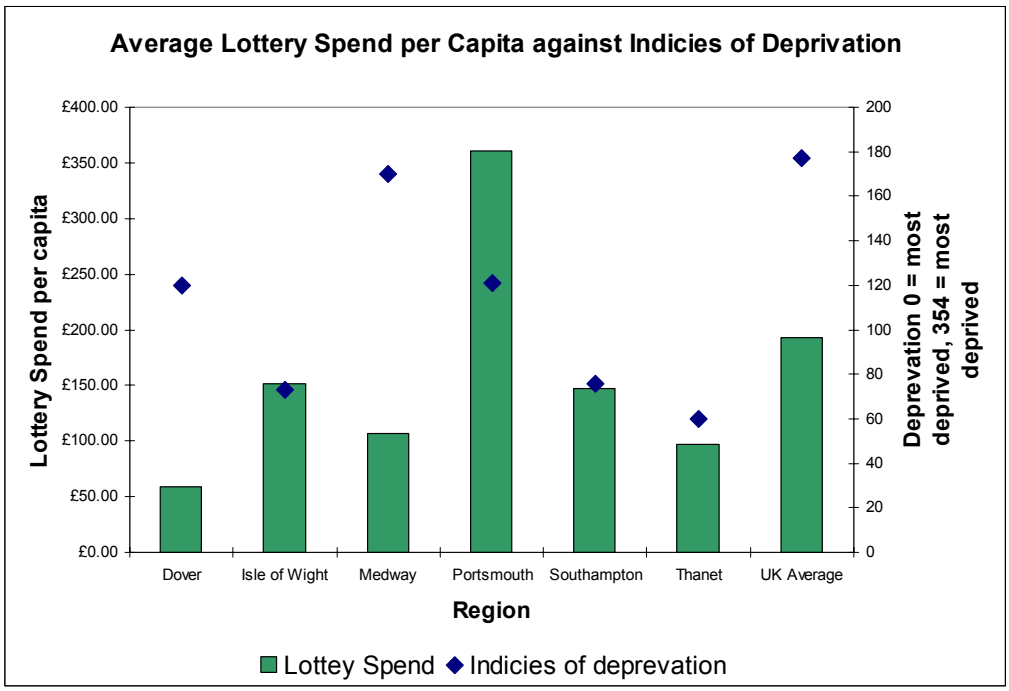

Chart 2: Lottery Spend against Indicies of Deprivation

It is clear to see from the chart that despite all six areas being situated in the bottom half of the indices of deprivation for 2000, only Portsmouth received above average lottery grants. All of the research aresa, with the exception of the Isle of Wight, also received below average NOF funding and each area without exception received below average community fund awards.

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5. The SEEDA Social Entrepreneurs Research Findings

In this section there is information about each of the 25 selected entrepreneurs and the projects/initiatives they lead. The entrepreneurs themselves had mixed views with regard to the terminology 'social entrepreneur' - some felt immediately comfortable, while others felt unsure as to the meaning. We asked people to describe what it meant to them to be an entrepreneur; the common themes were getting things done, working outside the system and being motivated by benefiting others or the environment.

'I get things done because of my out of the box thinking.'

'Believing in my own ability to make real change within the broad range of service provision in the community'

Interestingly, few people spoke about risk or short-termism, both of which are often used in connection with entrepreneurs. Without exception our entrepreneurs felt good about the way they achieve their aims, the services they deliver and the outcomes they achieve. Although they were not necessarily egocentric they all acknowledged the important role they played within their project.

A common theme amongst the participants was the agreement that others did not always know how to take them. They were seen as a threat in some cases and merely unconventional in others.

'Knowing that if you have a vision you believe in, and follow it with a passion, you can make anything happen.'

5.1. Diversity Of Initiatives

The entrepreneurs included in the project represent a wide range of initiatives covering almost every social sector; a complete list can be seen in Table 6.

Table 6:	Areas of Activity
Affordable Housing	
Care Services	
Community Activities	
Counselling	
Crime Prevention	
Emergency Housing	
Employment Opportunities	
Furniture Recycling	
ICT Development	
Rehabilitation Programmes	
The Arts	
Urban Regeneration	
Young People Services	
Floating Radio Station	
Sports Projects	

The actual service ranged from project based work to residential and outreach work. Types of serives included skills development, practical and emotional support, activity schemes and access based services. The client groups served extended from working women to homeless single men. There were also organisations providing services to young people from deprived backgrounds and broken homes as well as rehabilitation services for solvent and substance abuse/misusers. Housing was a key element in the research project, and whilst some organisations provided the bricks and mortar, others provided the paint and furniture. Some organisations also provided toys and clothes, food and assistance with bills as well as community facilities that could be used just to socialise.

All of these services were delivered by the

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organisations run or founded by the final 25 entrepreneurs included in this project. Many organisations offered multiple services, sometimes complementary and other times diverse.

Although no initiative was the same a number shared common aims. The range of aims are listed in Table 7.

Table 7: Initiative Aims
To educate/assist the community
To get members of the community back into employment
To offer a common space for all
To promote health issues
To promote social inclusion
To regenerate an area

All of these have the overriding goal of improving the life of residents in the local community. Equally, many participants felt that the services they offered filled gaps that the statutory sector was not meeting. This, interestingly, often had as much to do with the style in which services are delivered; entrepreneurs were concerned at the increase in top down initiatives. Although they acknowledged the need for evidence-based work with often vulnerable client groups, they felt the atmosphere of central control currently was often counter- productive to real engagement with people in need.

'It is difficult communicating our ideas to statutory bodies, as they have not the slightest idea of what is required to engage with challenging young people.'

5.2. Organisational Structures

Table 8: Corporate Structure
Companies limited by guarantee
Community trust
Unincorporated organisations
Partnerships
Registered charities
Voluntary organisations

The corporate structure of the organisations providing these services varied, however on examination it was clear that all the participants had robust legal and accountable structures. Although their approach to getting things done might be unconventional, their attitude to corporate risk was very responsible. In fact three people expressly felt that they needed to be even more water tight than their traditional counterparts because of the additional scrutiny they attract. The structures are displayed in Table 8.

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5.3. Economic Impact

The economic impact was something the participants had not considered. Although they felt they played a vital role in lives of the client groups they did not describe themselves in terms of economic generators. Yet when we explored their turnovers many were making a substantial impact. The following highlights the key indicators of the 25 collectively.

Table 9: Collective Impact
An annual turnover of £7,863,000 Employers of 294 full time positions Working for 53,531 direct beneficiaries Engagers of 371 volunteers

This is broken down between Kent and Hampshire as follows:

Table 10: Impact per County		
Activity	Hants	Kent
Turnover	£2,540,000	£5,323,000
Employees	128	166
Volunteers	133	241
Beneficiaries	20,248	35,783

This breaks down to each social entrepreneur:

Table 11: Average Impact
Turning over an average of £314,520 Employers of an average of 12 people Working for an average of 2,141 direct beneficiaries Engagers of an average of 15 people

All interviewees were also asked about the expected growth resulting from new initiatives or development of existing projects. The quantitative data can be seen below:

Table 12: Projected Future Impact
An annual turnover of £9,582,600 (122% growth) Employers of 433 full time positions (147% growth) Working for 76,110 direct beneficiaries (142% growth) Engagers of 469 volunteers (126% growth)

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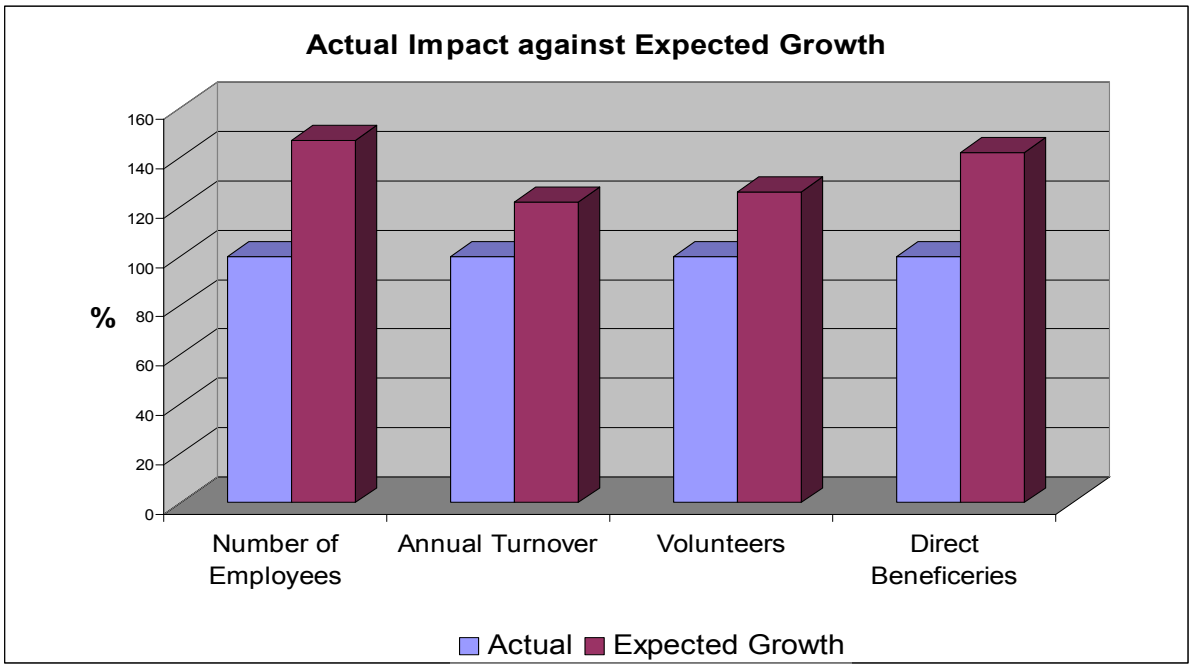

Chart 3: Actual impact of Social Entrepreneurs Against Expected Growth

The following chart depicts the turnover per entrepreneur in Kent and Hampshire. The highest turnover was from an entrepreneur in Kent who works with the elderly.

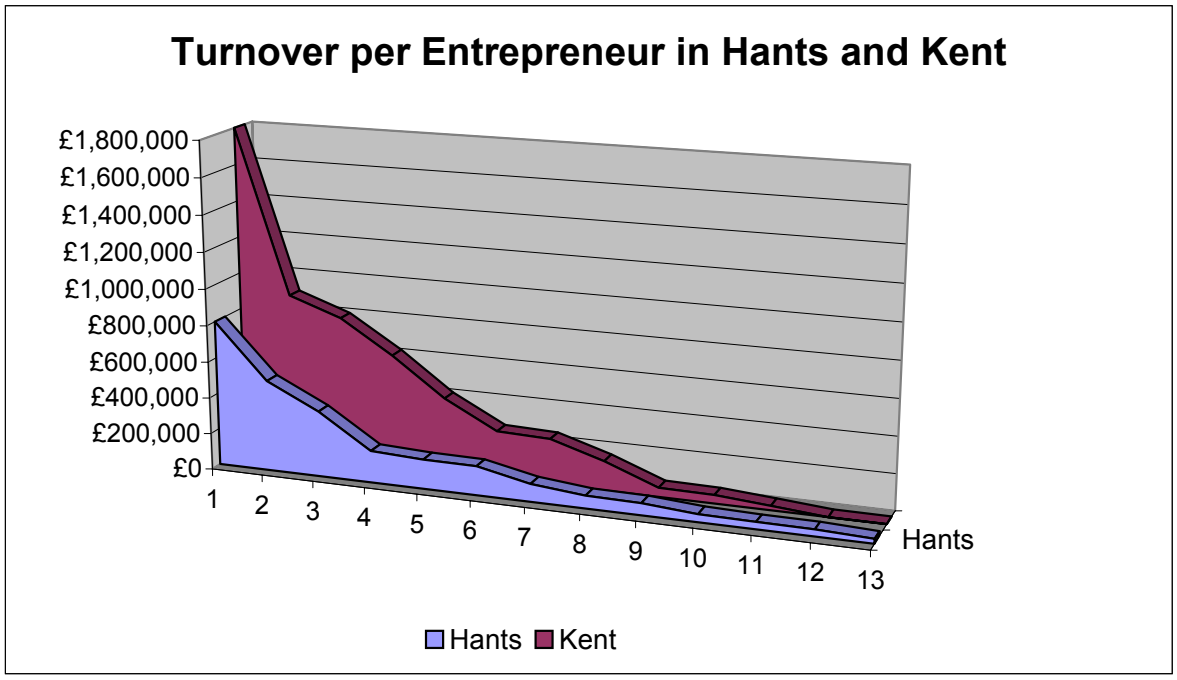

Chart 4: Actual Turnover per Entrepreneur by County

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The entrepreneurs brought benefit to the community in a wide variety of ways. However, there was some standardisation in relation to client groups. Although people described their particular beneficiaries differently, we have categorised them for the ease of analysis. Table 13 explores the amount of spend in relation to each group.

Table 13: Spend in Relation to Client Group			
Client Group	No of Beneficiaries	Total Spend	Spend per Head
Adults	4848	£1,956,000	£403.47
Community	2250	£866,000	£384.89
Deprived families	8773	£1,072,000	£122.19
Disabled	5200	£500,000	£96.15
Disengaged children	90	£50,000	£555.56
Elderly	600	£1,800,000	£3,000.00
Environment	4000	£24,000	£6.00
Ill people	5000	£162,000	£32.40
Schools	900	£70,000	£77.78
Sub misuse	120	£800,000	£6,666.67
Young people	4250	£516,000	£121.41

5.4. Relationships With The Statutory Sector

The entrepreneurs had mixed relationships with the statutory sector. All the participants had worked with at least two statutory sector organisations. The most common organisation was the local authority. The least common was Customs and Excise. The most common frustrations were the bureaucracy, the lack of creativity and the jobs-worth attitude. Where entrepreneurs had developed positive relationships with individuals, they used these to engage with other elements of the statutory sector.

Where entrepreneurs were working to unitary authorities, they found the relationships easier; however people with tier local government did identify the greater opportunity of being able to find someone you can do business with!

5.5. Views About SEEDA

Of the 25 participants, nine had been actively engaged with SEEDA through either SRB, training, enterprise hubs, attending conferences or applying for other grants. Everyone had heard of SEEDA, however opinions and knowledge about SEEDA varied greatly. Three of the nine had had two types of contact with SEEDA. Table 14 shows contact type by number of contacts.

Table 14: Experience of SEEDA	
Source	#
Received SRB	3
Applied for other grants	3
Attended conferences/training	2
Contacted SEEDA for advice or support	2
Received SRB in past	1
Involved in enterprise hubs	1

When asked how satisfied those nine had been with their contact with SEEDA, only two felt fully engaged and happy with the relationship. The other seven felt various levels of frustration. The nature of this frustration is captured in the following quotes:

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'SEEDA 'we know best - we'll tell you what we are doing - comment on it if you like.'

'SEEDA is so protracted it's just not true. The SEEDA man is a very nice man, a very nice man, but SEEDA was not as transparent as they might have been and did not honestly say we don't like small projects.'

'I used to return SRB forms, terrible waste of time and easy to get wrong.'

'Very frustrated at the length of time it takes to get money and the paperwork involved.'

'Wasn't easy to get (grant) - time and energy questions whether it was worthwhile - £2,000.'

'Really disappointed, we had so much to offer, SEEDA just got ground down trying to prove it.'
Quotes from Entrepreneurs

5.6. What External Advice Have You Sought/Are You Seeking?

We asked participants what advice they had sought or want to seek in relation to the current project; Table 15 reflects the findings. NB. Not all participants had sought advice or were intending to.

Table 15: External Advice

Already sought advice on	Seeking advice on
Marketing X 2	Financial advice X 6
Gaining a national perspective X 1	Securing funding X 3
Business administration X 1	Business planning X 2
Dealing with politicians X 1	Legal advice property X 1
Managing service agreements X 1	Employment law X 1
Engendering local ownership X 1	Legal advice general X1
	Managing local politics X 1
	Marketing X 1

We were keen to identify which organisations the entrepreneurs turned to for advice and support with regard to their project. Interestingly, although they were aware of the wide range of voluntary and statutory organisations that offer support to the social sector they did not identify any specific organisations. They did, however, talk about individuals they turned to, these people were more often than not professionals within the private sector. It became clear that what the entrepreneurs valued most was utilising a network of experienced people they trusted and they knew had a track record of success in their chosen field.

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5.7. What Training Needs Do Participants Have?

The participants were expressly asked to consider their training needs. Although there is a wide range of training opportunities offered through the voluntary sector and commercial providers, the feedback suggested that the participants still had a broad range of needs. They did not access some of the training available because of cost, while others felt that providers even in the voluntary sector did not understand the needs of their organisations.

The following are a bullet point list of the training needs the participants identified:

- Senior management training NVQ5 equivalent
- Strategic decision making
- People/staff management
- IT
- Mapping communities
- Accountancy
- Employment law
- Counselling course
- Evaluation and monitoring skills
- Fundraising

5.8. The Top Three Needs

Table 16: Top Needs

Need	Priority 1	Priority 2	Priority 3	Total
Funding	11	6	3	19
Premises/land/planning permission	5	2	1	8
Recognition/credibility/respect for track record	4	1	8	13
Staff	1	5	2	8
Marketing	0	2	1	3
IT equipment	1	0	0	1
More time	1	1	0	2
Networks	0	2	2	4
Mini bus	0	1	0	1
Volunteers	0	1	2	3
Change in national guidelines on delivery practice/political influence	1	0	4	5
Insurance	1	1	0	2
Business issues training	0	3	0	3
Access in European union	0	0	1	1
More trans-national contacts	0	0	1	1

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'When I went to the bank, my track record seemed to count for nothing.'

Many participants felt that extra hands-on help with sourcing and processing funding would be of extreme benefit. Many found it difficult to source bank loans and other assistance when starting their initiative, despite their track record. Core funding was a constant barrier to success. Whilst social entrepreneurs could access initiative based funding there was little available for use in general administration costs. As one social entrepreneur suggested:

'We can get funding for a building and for all our IT with little problem, but when it comes
down to basic things like a cup of tea for someone who has walked in fleeing abuse from their spouse, it is a different matter.'

The entrepreneurs interviewed often felt disengaged from the formal decision-making and funding opportunities. As they were often self-starters, (19 had started the initiative from scratch), they felt they did not get the recognition they deserved. They felt the fact that they had taken something from concept to successful delivery had little value, particularly in the eyes of public bodies. To address this they were keen to see some kind of accreditation. The kite mark was discussed, as was Investors in People Award as possible models for this much needed recognition. They all felt that the Regional Development Agencies being intrinsically involved in this would give the scheme the credibility it deserved.

'Interesting that SEEDA is cottoning on to the value of social entrepreneurs.'

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6. Specific Project Examples

To illustrate the range of activity and the scope, financial impact and geography of the entrepreneurs we have chosen six projects to showcase. They were chosen on locality and to represent the spread of initiatives.

6.1. Pirates for Peace, the Dream of Tom Newman

Project

A Floating Radio Station

The Aims

Pirates for Peace aim to:

- Give kids a voice
- Promote the concept of shared vision to young people living in troubled communities
- Provide a safe non-political, non-sectarian place for children to be themselves in
- Provide young people with the opportunity to experience harmony instead of conflict
- Develop the confidence, team-working skills, and increase the self-esteem of disadvantaged children
- Encourage young people to develop communication and broadcasting skills in a high-tech environment
- Provide alternative experiences for young people living in troubled communities by bringing them together to experience how they are the same
- To generate commercial interest in radio programmes made by young people
- To broadcast fun radio programmes produced by young people for the benefit of young people and the wider community

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The Client Group

Pirates for Peace when refitted will work with young people in areas of conflict. However, the project is currently working with a different group of beneficiaries, whilst the Enterprise is being renovated volunteers from a drug rehabilitation programme, crime concern and an offenders project.

Achievements So Far

The boat is 75% of the way through its refit. The boat has been made sea worthy with a new engine going in as the final stage of that process:

The boat is now being refitted on the inside - creating cabins, finalising the recording studio. Tom Newman and the volunteers are undertaking the work.

Next Steps

Pirates for Peace (Ireland) is about co-operation and opportunity for the young people of Ireland, north and south, to contribute towards understanding and tolerance.

A kids community radio station is being set up so that children from the north and the south, Catholic and Protestant communities, can come together to learn broadcasting skills and have fun in a high-tech communication orientated environment. Using all forms of information technologies, they will be able to contact and interact worldwide with others in similar situations.

All this will happen in the unique atmosphere of a studio and associated facilities on board Enterprise, a converted ex Royal Navy minesweeper, which is currently being transformed by volunteers in Southampton.

With the full approval of Newry and Mourne District Council, Enterprise will be berthed in the Albert Basin in Newry, alongside the Quays Shopping and Leisure Centre. From here 'Quay Kids FM' will broadcast their own radio programmes three hours a day, five days a week. Programmes will range from sports, phone-ins, local news, events, film and book reviews to music, story-telling, drama and even a kid's soap.
Programmes will be transmitted by the growing medium of internet radio, enabling the kids to communicate with their peers worldwide. In addition, a conventional FM radio license has been applied for to broadcast to the local area.

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Pirates for Peace has already formed a close association with the Pathways Arts Project and the Southern Education and Library Board (SELB), who are running a series of very successful schools-based cross community music projects in the Newry and Mourne area. Pathways and SELB will actively encourage local schools and colleges to participate in this cross community initiative.

The Current Turnover

Pirates for Peace has generated over £160,000 to ensure the progress of his project. Tom is still raising funds through traditional grants, however he has started to charter the boat in order to generate additional income for the project. The project when live is expected to have an annual turn over of £320,000. However, Tom already has another ship lined up that he intends to begin work on as soon as the Enterprise sails for Newry.

Numbers Of Staff

Currently the project has no staff other than Tom; however, when operational the project will give employment to seven people. The staff will be seamen, artists, producers and youth workers.

Volunteers

Tom has seven volunteers at any one time. He teaches them practical skills as well as giving them a sense of purpose and discipline. Given the nature of the work, the volunteers have to take on a fair degree of responsibility and Tom encourages them in a firm but fair way. As stated above, the volunteers have all experienced problems and difficulties and have been through the system. Many have not responded well to previous intervention and find working along side Tom a useful tool in putting their lives back together.

Locality

Pirates for Peace is based in Smiths Quay in Southampton.

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6.2. Skilful Soccer, The Brain Child Of Dave Selway

Project

An inclusive football, training, coaching and competition opportunity for young people.

Aims

Dave Selway believes that learning should be:

- FUN!! Enjoyment helps to eliminate anxiety and promotes skills learning
- Safe, friendly and in a controlled environment where good behaviour is the norm

Achievements So Far

Achieved through small measurable steps - the Skilful Soccer Award Scheme fulfils this. Individual and team-based, teaching children to co-operate and work well with others, where winning at all costs is NOT the aim.

Dave understands that young children need individual attention and care. Skilful Soccer uses small groups with an excellent ratio of coaches to children.

Skilful Soccer runs holiday activity clubs, after schools clubs and weekend programmes.
Recently they have established a friendly league to encourage young people to play with healthy competition, not an obsessive desire to win under extreme parental pressure.

The Client Group

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Skilful Soccer works with young people up to the age of 11 in their coaching activities. They run leagues and competitions for people under fourteen years of age. Skilful Soccer has a bursary scheme encouraging children from all backgrounds to join in the fun. Dave deliberately targets schools in deprived areas to encourage disengaged children to achieve through sport.

Next Steps

Dave is planning a new venture, this time targeting teachers in primary education. He is running training programmes for teachers in schools, helping them to coach children in sporting activities as fun and challenging. He is also developing robotics, a technology-based teaching programme that he and his team are taking into schools.

The Current Turnover

Skilful Soccer has an annual turnover of £44,000; this is predicted to rise to £100,000 in the next year in light of the new developments.

Number Of Staff

Dave currently employs nine people part time to work with him on his projects. This will triple in the following year.

Volunteers

Dave has 17 volunteers, all of whom have a passion for the game. Three are young people who are now too old to participate in Skilful Soccer.

Locality

Skilful Soccer works across the south east of Hampshire, delivering first class football to deprived communities.

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6.3. Ramsgate Regeneration, A Passion For Roger Rook

The Project

To transform the main route into Ramsgate.

The Aims

- To regenerate a run down area of Ramsgate
- To instil community pride
- To develop community capacity through local ownership and engagement
- To harness the capacity of local business

Roger recently retired from his butcher's business leaving the running of the company to his sons. He felt strongly that Ramsgate was not providing opportunities to young people. This was resulting in an ever-increasing older population. Roger feels passionately that jobs and a healthy economy are what are needed to keep young people in the area. His first venture towards achieving this is the purchase of a row of houses on the way into Ramsgate. He secured the compulsory purchase order on this. He is now attracting funding to regenerate them using local labour and turning them into mixed-use property.

The Client Group

Roger is determined that the community will have the opportunity to benefit from his project. However, he is particularly keen to engage people between 18 and 30 to prevent them leaving the area and taking their earning and economic opportunities with them.

Achievements So Far

Roger has become a 'Prime Timer' with the Community Action Network in order to give him national credibility and focus. He has secured the accommodation and is working on a regeneration plan.

Number Of Staff None

Turnover

The property is valued at £800,000; this is only the initial value and will grow as the project develops.

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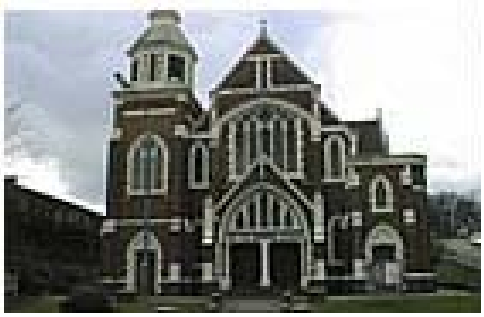
6.4. King's Church, Medway, A Calling For Pastor Grant Gill

Project



Caring Hands is a Christian based charity, which has been working with the homeless and disadvantaged of Medway for the past three years. Caring Hands is now a full time day centre meeting the needs of all who come through the door. They have a brand new centre, complete with free showers, washing machine, tumble dryer, kitchen, recreational area and offices, which is already proving too small, as they are full to overflowing on a daily basis. People are welcomed with a listening ear, friendly advice and a shoulder to cry on.

Aims

Pastor Gill believes in helping the local community to realise the best opportunities presented to them. Through Caring Hands, Pastor Gill and his team offer the community:

- Hot meals and light snacks
- Showers and hairdressing
- Clothing and laundry service
- Doctor's surgery
- Drug and alcohol information clinic
- Pregnancy crisis centre
- Help to find accommodation
- Legal advice
- Literacy classes
- Internet access
- Mediation services
- And somewhere to go

All of this is provided free of charge. Pastor Gill also takes a converted ambulance out onto the streets to help those in need. This vehicle provides hot food and distributes bedding and clothes, as well as a place to sit and talk on a cold evening.

The Client Group

Caring Hands does not discriminate; everyone is welcoming to use the facilities regardless of creed or religion. Caring Hands has a positive impact on the community it supports.

Next Steps

Caring Hands has now expanded to Portsmouth; Pastor Gill and his team have created a model that can be rolled out to communities in need of support and this is beginning to take place. Pastor Gill hopes to continue the work in Medway and assist others to adopt some of the initiatives he is taking forward.

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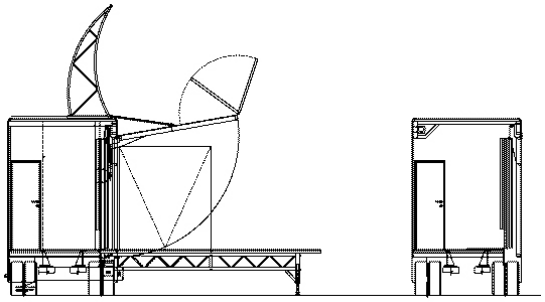
Pastor Gill has also acquired an area of land next to Caring Hands which he would like to see developed to benefit the community at large.



Pastor Gill also has other schemes in place such as a multi-media truck that can be used to give musical performances on the road, and for the first time provided a carol service in the centre of Medway in 2002. This is another scheme that Pastor Gill helps to roll out throughout the country.

Turnover

King's Church and Caring Hands have a turnover of approximately £900,000.

Number Of Staff

There are currently five members of full time staff and 27 volunteers, many of which are the community who utilise the facilities offered by Caring Hands.

Locality

King's Church is based in the south of Medway and Caring Hands is directly opposite.

6.5. The Riverside Centre, Richard Priest's Challenge to Convention

Project

The Riverside Centre is a resource centre offering a wide range of educational, social, recreational and skill-promoting activities, with the specific purpose of integrating people with physical and/or sensory disabilities.

Aims

Richard has developed his own brand of leadership:

A, B, C, D, E

A = Administration, the day-to-day running of the business

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B= Building, location, accessibility, environment

C = CARE, seven day provision of day-care facilities, social firm status

D = Development, physical development of expansion

E = Entrepreneurship, creative and visionary leadership from within the organisation

Through delivering on these subjects, Richard aims to develop a facility at the heart of a deprived community, offering realistic employment and training facilities for both physically and mentally disabled children, as well as fulfilling the needs of a community centre that is self-sufficient and not dependant upon local or regional grants.

The Client Group

The Riverside Centre staff consists of over 75% physically or mentally disabled adults. The centre provides a cafeteria open to everyone as well as a variety of meeting rooms for hire by local community groups.

Next Steps

Richard plans to continue the expansion programme on at the Riverside Centre and is part way through funding phases 4 and 5, which include the construction of a clubhouse and the conversion of a wood shed to offer further training and employment facilities.

Richard is also the lead in a project to create an independent living centre on land owned by the Riverside Centre, encompassing a wide range of facilities for the disabled including shop mobility and care.

The Current Turnover

The Riverside Centre has a turnover of approximately £520,000.

Number Of staff

There are currently 42 members of full time staff and 13 volunteers. The centre is accredited with social firm status, which means that at least 75% of the employees are disabled and over 50% of the income is from non-statutory sources.

Locality

The Riverside Centre is located on the Quay Side in Newport, two minutes walk from the centre of town and easily accessible.

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6.6. Janet Johnston's Emergency Response

Project

On March 6 1987, the Herald of Free Enterprise capsized off Zeebrugge in Belgium. 189 lives were lost and there was a significant impact on the local community of Dover.

Janet Johnston was asked to join the Herald Assistance Team to offer counselling services to those involved with the disaster and the families and friends of those killed. Janet's work was initially funded in entirety by the Herald Assistance Unit; however, after 14 months this ran out. Janet felt there was still a need for counselling services within the community and started finding funding and resources off her own back.

The Client Group

Dover Counselling Centre now offers a broad range of counselling services to whole of Kent. They have 60 councillors and 30 venues throughout Kent.

Dover counselling services also plays a role in the County Council with disaster preparedness and supports people working at the sharp end of counselling.

Next Steps

Janet has now retired from Dover Counselling Centre and is wishing to play a key role in assisting the local community embrace counselling services. Although she is still committing one day a week to offering support at Dover Counselling, she wishes to further her academic qualifications and reduce the number of suicides in the region.

The Current Turnover

Dover Counselling Centre turns over approximately £410,000.

Number Of Staff

Dover Counselling Centre has four full time members of staff and 60 casual employees offering over 7,000 counselling hours per year.

Locality
The Dover Counselling Centre is located in the heart of Dover.

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7. Profiles Of The Entrepreneurs

Name:	Buggy, Cheryl	Portsmouth
Project:	The Discovery Project	
Ambition:	To facilitate school-based communities across Portsmouth to adopt an emotionally intelligent approach to their work	
Time with project:	0ne year	
Beneficiaries:	The deprived community of Paulsgrove	
Background:	Cheryl Buggy has worked for years in the field of marketing and media. She has had a very successful career in teaching, writing and broadcasting. However, she became increasingly motivated by the desire to assist deprived communities to realise their full potential.	
Project:	The aim of the Discovery Project is ground-breaking in that, rather than focus on empowering specific groups to develop and use their emotional intelligence, it focuses on everybody - from head-teachers and teachers, to caretakers and dinner-ladies, from nursery children to Year 11 students, from governors to parents. Everybody is encouraged and offered practical strategies for understanding and managing their emotions and developing to their true potential. The Discovery Project is a three-year programme focusing on the Paulsgrove cluster of schools and funded by Portsmouth City Education Department. Its aim is to improve the emotional literacy skills within the six schools, and then beyond to the local community.	
Next steps:	Cheryl is working to secure continued funding for the Paulsgrove Discovery Project. She also will continue to offer similar training and personal development for other clusters of schools, building on a large amount of current interest from other areas.	
Experience of SEEDA:	No contact with SEEDA as yet.	

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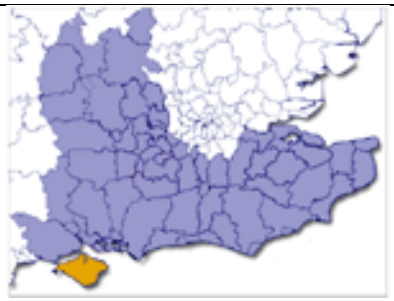
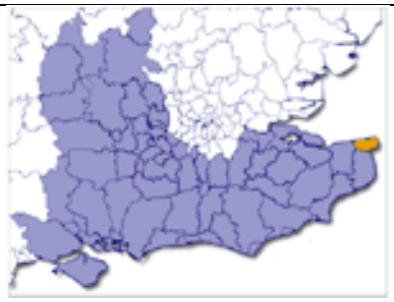
Name:	Eades, Guy	 Isle of Wight
Project:	Healing Arts, Isle of Wight.	
Ambition:	To promote the benefits of using the arts in the process of healing	
Time with project:	16 years	
Beneficiaries:	Approximately 4,000	
Background:	Guy is an artist who recognised the benefits of using the arts in the process of healing. He started work in partnership with the NHS Trust in 1986.	
Project:	Guy started Healing Arts in 1986 with the aim of delivering a programme of arts to people who are receiving health care, to assist in recovery and coping with illness. Guy has single-handedly increased the turnover from the original budget of below £10K to over £125K this year, and operates with 20 artists. Last year Healing Arts ran over 6,000 one-to-one sessions and over 150 group sessions.	
Next steps:	Guy wishes to continue to expand the range of services delivered by Healing Arts and increase the target group, particularly with continued expansion throughout the south east of England.	
Experience of SEEDA:	Found it very difficult and complicated to get a relatively small grant of £2,000 last year.	

Name:	Elliott, Vera	 Thanet
Project:	Sustainability Action, Thanet	
Ambition:	Promote sustainability and regeneration around Thanet	
Time with project:	2 years	
Beneficiaries:	Approximately 4,000	
Background:	Started the Centre for Environment Initiative in Sutton and worked for Friends of the Earth	
Project:	Sustainability Action aims to train local people in the issues and opportunities of sustainable regeneration, and to start the process of empowering them to take a more active role in regenerating Thanet.	
Next steps:	Continue to work towards the community vision for 2020 in co-operation with Thanet's Local Agenda 21.	
Experience of SEEDA:	Has applied for small grants from SEEDA, found the service to be straightforward and relatively painless.	

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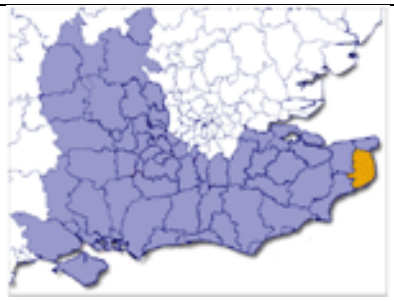
Name:	Fairley, Susan	 Dover
Project:	The Sandown Clinic.	
Ambition:	To give local kids a good start at life	
Time with project:	8 years	
Beneficiaries:	Approximately 90	
Background:	Susan is a qualified osteopath. She runs her own practice and has built up a successful business. She started the youth project with land donated by local organisations and has run the centre for 8 years.	
Project:	Susan became increasingly worried about the lack of facilities for young people in her village. She set about ensuring that a facility was established for young people. The facility offers young people a place to go, where structured programmes and events are offered in an adult environment. A variety of equipment is provided, such as sports and educational tools.	
Next steps:	To introduce nutrition and neurological exercises, as well as expanding the current set up of activities offered to the children. Would also like to roll the programme out into other areas.	
Experience of SEEDA:	Has had direct contact with local SEEDA representative, found it all a bit of a waste of time and got the impression that SEEDA was not interested in small projects like hers.	

Name:	Gill, Grant	Medway
Project:	Kings Church	
Ambition:	To improve the standard of living for the community	
Time with project:	5 years	
Beneficiaries:	Approximately 1000	
Background:	Pastor Gill is the Senior Minister at Kings Church in Chatham. He took up this post five years ago; previously, he had been involved with a feeding programme in Mozambique, the campaign to release Nelson Mandela, and a church in Hampshire.	
Project:	His organisation primarily works with the socially disadvantaged, offering general support and more specific support such as an accommodation bureau, literacy classes, pregnancy crisis bureau, funeral services and even hair dressing services. All of these services share the aim of helping people to achieve employment. When Pastor Gill started in the area there was a turnover of under £25K. This year's turnover is expected to be in the region of £500-750K. Working for the organisation are five full time members of staff and 27 volunteers, many of whom form part of the clientele for the services the church offers.	

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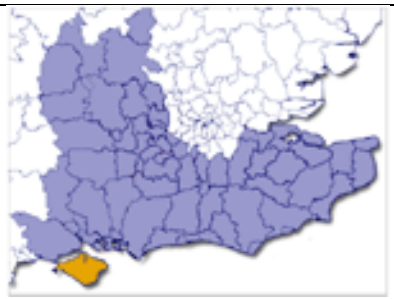
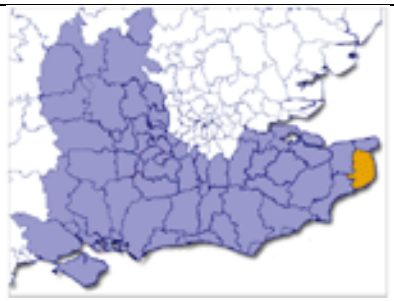
Next steps:	Pastor Gill has recently bought a property with 2.4 acres of land, which he wishes to develop to benefit the community. Pastor Gill also wishes to expand the facilities offered in Medway and look at other areas that could also benefit from the work of his church.
Experience of SEEDA:	No contact with SEEDA as yet.

Name:	Haydock, Becky	
Project:	IoW Young People's Inclusion Project	
Ambition:	Community development through the inclusion of young people	
Time with project:	1.5 years	
Beneficiaries:	Approximately 500	
Background:	Becky has worked with young people for a number of years. She is committed to changing their lives and empowering them.	 Isle of Wight
Project:	The Young People's Inclusion Project works with young people encouraging them to identify areas of their lives they want to change and assisting them in achieving that change.	
Next steps:	Becky is committed to developing a physical presence for the youth work on the island. She is working with other providers to achieve this aim. She needs assistance with managing the politics on the island and accessing resources.	
Experience of SEEDA:	No contact with SEEDA as yet.	

Name:	Johnston, Janet	
Project:	Dover Counselling Service	
Ambition:	To provide counselling services to anybody who requires them	
Time with project:	11 years	
Beneficiaries:	Approximately 3,500	
Background:	After the Zeebrugge disaster, Janet was seconded to act as counsellor to family and friends of victims, due to her extensive experience. After 14 months the council stopped funding Herald Assistance Unit. Janet then found funding from the corporate sector and secured a building rent free - very small to begin with, just Janet and volunteers – the project now has a commercial and community side.	 Dover

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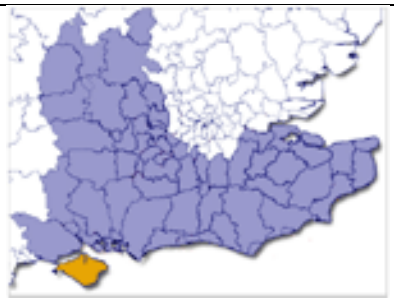
Project:	Counselling services for 14+. Broad range of counselling services to whole of Kent. Sixty counsellors and 30 venues throughout Kent - also play a role in County Council with disaster preparedness. They also support people working at the sharp end, welfare officers, social workers etc.
Next steps:	Janet has now retired from Dover Counselling and is looking for a new project. Her successor, Paul Atkinson, has come out of academia and is young and full of ideas and energy. Janet would expect children's services to develop in the south east of Kent, and expects the training element to grow dramatically. Janet has also committed one day a week to assist Dover Counselling on an ad hoc basis.
Experience of SEEDA:	Would like to utilise local SEEDA building but being 'bounced around' trying to find correct person to speak to.

Name:	Kemp, Barry	 Isle of Wight
Project:	The Barry Lawrence Centre	
Ambition:	Community Development through the inclusion of young people	
Time with project:	2 years	
Beneficiaries:	Approximately 2000	
Background:	Before Barry started working for the Barry Lawrence Centre, he was working with the Post Office as a recovery agent for TV licensing and thought that a career change was in order! He actively sought a career to help his local community.	
Project:	The Barry Lawrence Centre is part of Preston Community Partnership Ltd and was formed with SRB money to help tackle some of the issues of deprivation in the St John's ward of Ryde. Fundamentally, the organisation assists residents in improving their lives, particularly those in social housing. Through NOF and GOSE Barry has acquired excellent ICT facilities that have doubled the number of people using the community facility in the last six months. The service now caters for over 2000 homes.	
Next steps:	The current project is heavily supported by Medina Housing in terms of both finance and administration. Barry is looking to acquire more SRB funding to enable the centre to stand on its own two feet. He then hopes to approach Medina Housing to start the project again in the neighbouring ward. Barry is also working with a local church community centre to establish a third community facility within the next two years.	
Experience of SEEDA:	No contact with SEEDA as yet.	

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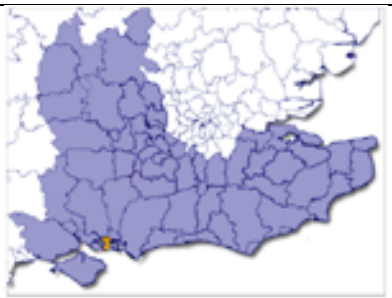
Name:	Lamburn, Louise	 Portsmouth
Project:	Wishbone	
Ambition:	Community involvement through art and design	
Time with project:	4 months	
Beneficiaries:	28	
Background:	Louise set up a tile company, taking it to an annual turnover of £400,000. Louise then moved into lecturing in art and fashion design at Portsmouth University. She set up a company called Bumper Shoot, to get artists, writers and musicians to work with kids in schools, looking at cultural as well as artistic issues.	
Project:	Wishbone is an initiative to raise cultural awareness and empower Kenyan women and children to change their lives. By providing western design skills and knowledge of the western market, Kenyan women and children are encouraged to design and make products for sale in Britain. Wishbone has a showcase shop in Portsmouth and products are sold through markets and by post in England. The principles of self-sustainability govern the project. Many of the Kenyan participants have come from crime or prostitution. Wishbone was set up with a grant of £2,000 from the UN via SIPAK. The project has been running for four months and has turned over £4,000. The project aims to turn over £20,000 in its first year.	
Next steps:	Louise aims to expand the project to include more Portsmouth designers, create a branding based on the design element of Wishbone. She then hopes to move on to a franchise through every city in the country, bringing Kenya and Britain closer. The project will begin to work with people from Thailand and Mexico. The project will not loose its focus on challenging poverty.	
Experience of SEEDA:	No contact with SEEDA as yet.	

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Name:	Davis, Chris	Southampton
Project:	SCRATCH	
Ambition:	Relieve the effects of poverty within the local community	
Time with Project:	3 years.	
Beneficiaries:	Approximately 4,000.	
Background:	Having previously worked in MOD Design; it was whilst working at home and within his local church, that Chris saw the effects of poverty and answered the call to work to relieve those daily effects.	
Project:	SCRATCH (Southampton City & Region Action to Combat Hardship) is a Charitable Company set up in 1999 to help relieve the effects of poverty in Southampton City and surrounding areas. Last year SCRATCH helped over 10000 people with Furniture, Emergency Food or Clothes. It also runs a White Goods Projects, Removals Service, Christmas Toys, Decorating Services, and Work Experience Programme.	
Next Steps:	Chris wishes to expand the number of household and individuals benefiting from SCRATCH and continue to gro the furniture recycling store.	
Experience of SEEDA:	No direct contact, although through the Church and City Mission there has been contact at a distance	

Name:	Girt, Matthew	Medway
Project:	Church in Society, Regeneration Group	
Ambition:	To enable people to live life to the full by overcoming exclusion	
Time with Project:	2 years.	
Beneficiaries:	Approximately 620.	
Background:	Background as a town planner, but started property information company, trying to achieve public private and voluntary community sector, continuing knowledge. Continuing with private sector, also chair of sustainable community workforce part of Thames gateway drawing up AIF programme.	
Project:	Ltd by guarantee owned by diocese of Canterbury and Rochester – draws in other resources and investment – Matthew heads up regeneration group, aims are to enable people to live their lives out to the full, overcoming exclusion in line with his beliefs.	
Next Steps:	To continue the work they are doing within the community	
Experience of SEEDA:	Board member of north Kent gateway partnership, also leading a feasibility study into employment bond initiative in north Kent.	

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Name:	McGeever, Jim	Portsmouth
Project:	ProCEED.	
Ambition:	Promoting Best Practice in the Social Sector	
Time with project:	5 months	
Beneficiaries:	250	
Background:	Jim worked in the independent sector as a volunteer for six years working in London, then as a VSO volunteer in eastern Europe. He worked in Post Office Services then had a career change. He took a degree in Humanities then began working in the social sector	
Project:	ProCEED delivers projects and consultancy abroad and promotes best practice in the UK, social responsibility in business and facilitates organisations working abroad, or setting up not-for-profit organisations, to show commitment to the sector. It has an increasing presence abroad, bringing on another five countries raises the profile of corporate social responsibility. The turnover for this year is estimated at £90K.	
Next steps:	Jim plans to build the organisation, to develop a local market in Britain and to expand outside eastern Europe.	
Experience of SEEDA:	No contact with SEEDA as yet.	

Name:	Newman, Tom	Southampton
Project:	Pirates for Peace	
Ambition:	Improving the lives of children in areas of physical conflict	
Time with project:	1.5 years	
Beneficiaries:	38	
Background:	Tom Newman was an award-winning record producer (including co-founder of Virgin records, producer of Tubular Bells). He later became interested in community music projects, and has married this interest with a passion for boats and young people, to launch the Pirates for Peace charity. Tom first started to refit ex HMS Enterprise nearly three years ago.	
Project:	The concept of the project is a kids' community radio station. It is being set up so that children from the north and the south of Ireland, Catholic and Protestant communities can come together to learn broadcasting skills and have fun in a high technology, communication orientated environment. Using all forms of information technologies, they will be able to contact and interact worldwide with others in similar situations. All this will happen in the unique atmosphere of a studio and associated	

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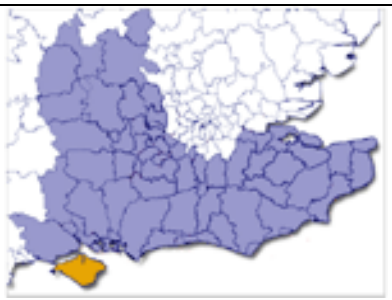
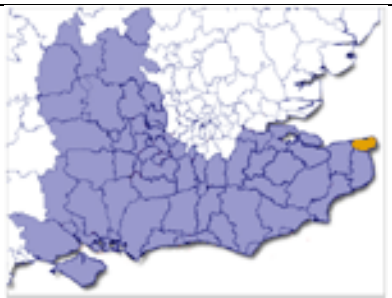
	facilities on board Enterprise, a converted ex Royal Navy minesweeper. The vessel is currently being transformed through a refit by volunteers in Southampton.
Next steps:	The project has bought a second ship, the German minesweeper Fische. It is earmarked to begin work in 2004, bringing together kids in an atmosphere free from political and religious dogma, in some other area of conflict such as the Gaza strip.
Experience of SEEDA:	No contact with SEEDA as yet.

Name:	Noctor, Paddy	 Isle of Wight
Project:	Real World Trust	
Ambition:	Improve the lives of those suffering from extreme solvent abuse	
Time with project:	4 years	
Beneficiaries:	120	
Background:	Paddy worked for a large blue-chip company on the mainland for most of his life before deciding to move off the mainland and start the Real World Trust.	
Project:	The Real World Trust was set up in 1998 by three people - one of which was Paddy. Fundamentally it is a halfway house for drug and alcohol abuse on the Isle of Wight. They offer a 10-bed rehabilitation centre as well as 12 places on a day programme scheme. The Trust also operates an alcohol clinic, storeroom - providing furniture for those who need it quickly, through furniture recycling schemes. Also hoping that local housing facility will provide six flats that they can use for short-term housing.	
Next steps:	To continue expanding both the service they offer and the number of in-patient and day-programme places they can provide.	
Experience of SEEDA	Sometimes confusion through local interpretation of SEEDA objectives.	

Name:	O'Reilly, Ivan	 Thanet
Project:	Thanet Community Development Project	
Ambition:	To assist children to lead more constructive and fulfilling lives	
Time with project:	2 years	
Beneficiaries:	Approximately 1,000	
Background:	Ivan has been involved in the social sector for many years, working for the CVS providing teaching and assistance to young offenders.	

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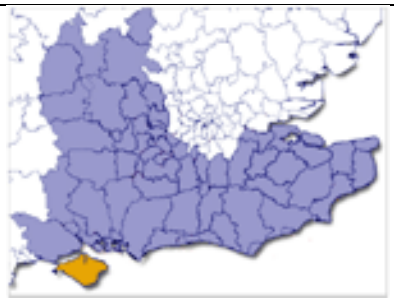
Project:	The Thanet Community Development Project is run by Ivan through the local branch of the Children's Society. It has direct contact with over 1,000 children and offers a wide range of facilities. The organisation has 75 volunteers assisting with the scheme.
Next steps:	Moving to new property and looking to repeat the scheme in Ramsgate.
Experience of SEEDA:	His contact with SEEDA has been through funding, primarily SRB. Being part of a national organisation has assisted him in understanding the SEEDA structures.

Name:	Priest, Richard
Project:	The Riverside Centre.
Ambition:	To promote inclusion within the disabled community
Time with project:	6 years
Beneficiaries:	5,200
Background:	Richard has been with the Riverside Centre for the last six years. Previously he was a teacher, a councillor and a mayor.



Isle of Wight

Project:	The Riverside Centre offers a wide range of educational, social, recreational and skill promoting activities with the specific purpose of integrating people with physical and/or sensory disabilities. Since Richard started working at the Riverside Centre the turnover has gone from just over £200K to £420K. Similarly, the number of staff involved has risen from 12 to over 50, most of whom are physically or mentally disabled.
Next steps:	Richard plans to continue working at the Riverside Centre to realise phases 4 and 5 of the management plan. This involves increasing the capacity of the facilities and introducing ground works to the centre. Richard is also looking at ways of rolling out the model that works at the Riverside Centre to other areas of the country.
Experience of SEEDA:	No contact with SEEDA as yet.

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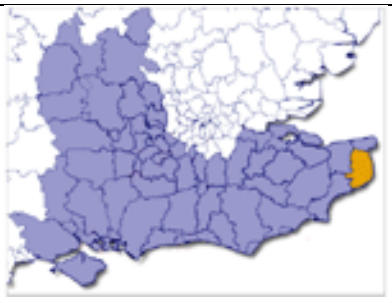
Name:	Rains, David
Project:	Home-Start
Ambition:	To improve the lives of local families
Time with project:	7 years
Beneficiaries:	850
Background:	David was a depot manager for Red Star on British Rail, and was then made redundant. He was involved with Gingerbread, a lone parent organisation. When at a`speaking engagement for Ginerbread he met a streering committee member for Home-start. He was encouraged to apply for a job with them and was appointed from 80 applicants (he was the only male), seven years ago.
Project:	Home-Start aims to enable families to 'stand on their own two feet'. They do this through a team of volunteers. They are matched very carefully, one, two or three hours a week. A key feature of the relationships with the families is that they are non-judgemental. One volunteer is matched to a family. Volunteers are trained to empathise rather than sympathise, and to enable the family to take positive action and to identify appropriate support.
Next steps:	David is looking at expanding family group workers. They have a waiting list for families that want a volunteer, and have not got enough capacity. Family group workers would go into the homes and encourage families to access family groups, therefore not requiring a volunteer. It is also a good chance for people to escape the home. There is a desire to increase the organiser's hours, and to train and support volunteers. The project wishes to provide a 0-60's parenting programme which includes a video training programme.
Experience of SEEDA:	No contact with SEEDA as yet.



Dover

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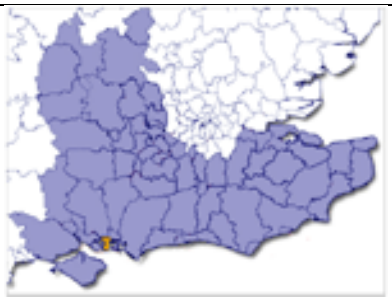
Name:	Rennolds, Brett
Project:	Dreamwall
Ambition:	To deliver 800 'igniting change' programme places to young people aged 11-22. Impact will be measured through ongoing evaluation, by March 2005.
Time with project:	3 months
Beneficiaries:	800 young people
Background:	Brett worked as a driver before deciding his passion and aptitudes suited work with young people. He set up a summer holiday scheme, moving on to set up a range of diversion from crime activities for Portsmouth Community Safety Partnership. He was then instrumental in setting up an apprenticeship scheme for young people, before spending a few months in Mongolia in the private sector. On his return Brett had the inspiration to establish Dreamwall, based on his years of experience and expertise in working with disadvantaged young people. In order to get it off the ground, Brett gave up his job and put his all into establishing the organisation.



Portsmouth

Project:	Dreamwall aims to provide a radical and passionate approach to the development of young people, providing clear boundaries and a professional service to all in a managed and safe environment. Dreamwall's can do attitude and entrepreneurial style live the shared ideal of teamwork and make the dream work. Services include camp craft, outdoor challenges, psychodynamic group work, citizenship programmes, and bespoke events for young people aged 11 to 22, all of whom have experienced some form of disaffection and believe they cannot achieve.
Next steps:	To secure a customer base of schools, youth offending teams and other youth organisations in three counties in Britain.
Experience of SEEDA:	Brett has not had experience of SEEDA in his current endeavour. However, in a previous job he had experience of completing SRB returns, which he found frustrating and difficult.

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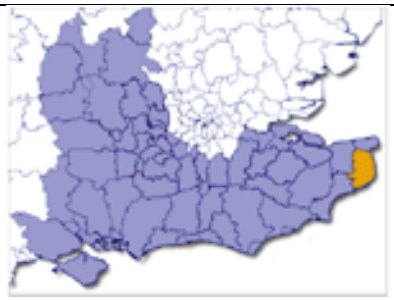
Name:	Richards, Marcus	 Dover
Ambition:	To improve the life of local residents	
Motivation:	To assist young people, with a focus on Christian values	
Time with project:	1 month	
Beneficiaries:	Young people on two deprived estates in Dover	
Background:	Marcus Richards is a committed Christian and practices these values through engaging with young people. Marcus has worked for several organisations. He has now encouraged the Youth Service to sponsor him to help to regenerate these estates in Dover.	
Project:	He is planning to work with young people to encourage them to establish and run their own entrepreneurial projects in a severely disadvantaged area. The project will encourage and enable the young people to set up and run social, leisure and commercial enterprises which they themselves identify. He is using local facilities and opportunities to ensure that people experience a real change and can see a difference.	
Next steps:	To establish and grow the project.	
Experience of SEEDA:	No contact with SEEDA as yet.	

Name:	Roberson, Jim	Portsmouth
Project:	Youth Minded	
Ambition:	To transform children's experience of school and improve their preparation for adult life	
Time with project:	18 months	
Beneficiaries:	Schools and young people	
Background:	Jim identified the need for a proactive style of engaging and working with young people whilst teaching in a deprived inner city school.	
Project:	Youth Minded is a project that helps children understand the importance of self-discipline and boundaries in their lives both within and outside of school. He has established a very successful project called the Work Appreciation Programme which allows children to work during the holidays for real money in real jobs.	
Next steps:	Jim plans to take this project and others to schools in neighbouring counties.	
Experience of SEEDA:	No contact with SEEDA as yet.	

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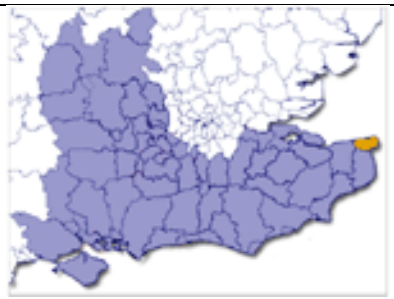
Name:	Robinson, Paul	Medway
Project:	The Vines Centre Trust	
Ambition:	To improve the lives of all members of the local community	
Time with project:	2 years	
Beneficiaries:	Approximately 2,000	
Background:	Prior to working for the Vines Centre Paul ran a not-for-profit shipping company to Eastern Europe. He also set up agricultural support projects in Romania.	
Project:	Paul has managed the Vines Centre for the last five years, during which time its annual turnover has increased from £125k to approximately £660k. The organisation now employs the equivalent of 20 full time staff, an increase of 14 since Paul became involved. In the last five years the Vines Centre has recycled over 12,000 items of furniture, and last year recycled over 2,500 computers; this is in addition to recycling 3,000 litres of paint.	
Next steps:	Paul is looking to roll out the Vines Centre model throughout other areas of the country and to secure long-term premises in Medway.	
Experience of SEEDA:	Paul has received SRB funding through the NOF Kent area partnership. Great relationship with the partnership but generally SEEDA seems sometimes to have a 'we know best' attitude.	

Name:	Rook, Roger	 Thanet
Project:	Individual	
Ambition:	The regeneration of Ramsgate	
Time with project:	3 months	
Beneficiaries:	2,000	
Background:	Roger has recently retired from a butcher company he established over forty years ago. He was able to grow the business from one shop in Thanet to a chain of stores throughout the south east. His two sons now run the business.	
Project:	Roger has played an active part in the community over the last forty years and been involved with local government, The Rotary Club, school governors and various charity commitments. Roger has a passion for the redevelopment of Thanet - in particular Ramsgate where he started his first butcher's store. Roger would like to assist in the physical redevelopment of the derelict buildings surrounding the town centre. However, this area is relatively new to him and he needs support in finding funding and establishing the best lines of communication with the various statutory sectors involved.	

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	His track record of getting things done speaks for itself.
Next steps:	Find a partner organisation to assist in the process.
Experience of SEEDA:	No contact with SEEDA as yet.

Name:	Selway, Dave	Portsmouth
Project:	Skilful Soccer	
Ambition:	To give football back to children by coaching it in a child-centered nurturing way.	
Time with project:	1.5 years	
Beneficiaries:	500	
Background:	Dave Selway has been a junior school teacher for many years. He is an FA Coaching Association senior member and founder of the Skilful Soccer Community Coaching Scheme. He has over 20 years experience as a teacher and coach of children of all ages both in this country and abroad. He is a former semi-professional with Waterlooville FC, has a deep understanding of the ways in which young children best acquire skills and the coaching techniques most suited to their needs.	
Project:	Dave started by providing Saturday morning coaching sessions at school. He then moved to evenings, set up a community scheme that grew into a company called Skilful Soccer which has continued to expand. He set up a new scheme called Soccer Days for holiday activity programmes. Since then he has set up a new community scheme, a friendly league that gives money to a charity league for young people.	
Next steps:	Dave would like to be able to leave teaching altogether, have twenty hours a week direct contact with kids, train coaches to be more kid friendly, and run holiday courses for 1000 kids a year. He also wants to set up coaching in campsites and to continue to do free work in schools. He also wants to take control technology into schools to make it fun for kids to learn, and set up friendly leagues where kids have fun with football without stress and pressure. The focus will remain the children, not the activity.	
Experience of SEEDA:	No contact with SEEDA as yet.	

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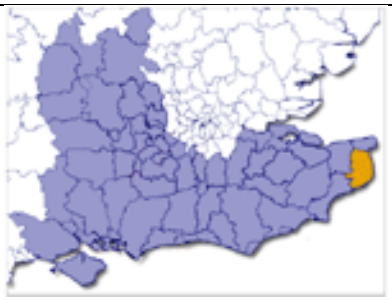
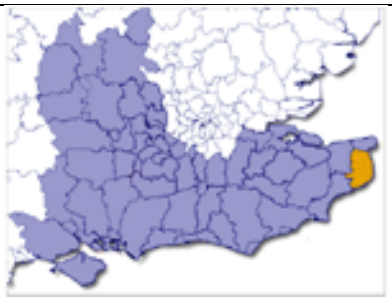
Name:	Wade, David	 Dover
Project:	Maidstone House	
Ambition:	To improve the lives of the elderly and disabled	
Time with project:	5 years	
Beneficiaries:	600	
Background:	David was originally a lecturer in South East Kent College before becoming a works manager in Ashford and Yorkshire.	
Project:	Maidstone House offers care homes, meals on wheels, community care and shop mobility throughout Dover and the surrounding regions.	
Next steps:	Looking at various commercial expansion opportunities within the region.	
Experience of SEEDA:	David has had contact with SEEDA through the church, but at a distance.	

Name:	Webb, Mike	 Dover
Project:	City Centre Manager – Dover	
Ambition:	To improve the lives of the residents in Dover	
Time with project:	2 years	
Beneficiaries:	20,000	
Background:	Mike has a business background and built an organisation to a £500k turnover with a partner.	
Project:	Mike is currently City Centre Manager for Dover and has introduced various award winning schemes that have been adopted throughout the city such as River Watch, Ship Watch and Pub Watch.	
Next steps:	Mike wants to expand the role of city management and has a variety of projects that need partners and/or funding. He has a good track record, including successfully turning a community centre around from bankruptcy to a very successful organisation.	
Experience of SEEDA:	Mike has had contact with SEEDA but has not found it hugely beneficial so far.	

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7.1. Supporters Of Entrepreneurs Identified During The Study

During the project eight people came to our attention through the networks and contacts we have. These people were all highly recommended and described as social entrepreneurs. However, when we interviewed them it became apparent that they had not started the organisations they work for, they may have grown them but by their own admission they felt the growth was expected or natural. Three of the eight did not even have organisations they were currently involved in, in the social sector. Having said this, it was clear that they defiantly made things happen, they supported people, they got things going, but this tended to be in a back-of-house way. It became increasingly obvious that these people were supporters of entrepreneurs, they helped them get going, they profiled and advised them. They were enormously helpful to us in identifying entrepreneurs and their creativity and passion to their areas of interest was exceptional.

The following table lists these individuals and their areas of interest, although they may describe themselves as entrepreneurs, the entrepreneurs themselves clearly felt a debt of gratitude to them.

Table 17: Supporters of Entreprenuers

Name	Status	Org if appropriate	Area of Interest	Type of Support	Based
Beth Taylor	Org	ROCC	Housing	Training Communication Networking	So'ton
Peter Orchard	Org	SSD	Social Care	Enabling Advice	So'ton
John Atherton	Org	Common Purpose	Improving Leadership	Networking	Ports
Shyam Sharma	Individual		Multi-Cultural Working	Support Advice Enabling	So'ton
David Hannent	Individual		Regeneration	Funding Guidance	Dover
Peter Southcombe	Individual		Community Capacity Building	Empowerment Guidance	Medway
Russ Patrick	Org	SEEDA	Regeneration	Funding Advice	Medway
John Carey	Org	NHS	Health	Strategic Networking	Medway

The team did not capture the regional impact the supporters have had. However, it was clear that they are well networked and respected individuals. The supporters could play a useful role in identifying new entrepreneurs and disseminating information to existing entrepreneurs. When one supporter was asked what is the advice you most often give, she replied:

'Do not be side-tracked or disheartened by people with negative attitudes and tunnel vision, who say something can't be done.'

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8. Cluster Opportunities

8.1. Existing Clusters Nationally

There has been tremendous interest shown for cluster developments throughout the UK. CAN has been working with 15 cluster developments across the UK and has become closely involved with ten of them - Leicester (two), Finsbury Park, Bromley-by-Bow, Coventry, Manchester, Newcastle (two), Epsom, Lambeth. However, these are not simply replications of the Mezzanine (see cases studies on next page), they already show great diversity of character depending on the communities they serve. For example, the Mezzanine, Lambeth is largely second tier organisations whereas clusters in Finsbury Park and Bromley-by-Bow comprise grass roots organisations that deal directly with the public.

The clusters idea is not new; a form of it has been used by settlements, for example, LVSC Holloway Road.

CAN's approach is significantly different in that there is an emphasis on interaction and added value. Organisations that share the space are viewed as a community, with each member organisation supporting others and working collaboratively. The Mezzanine and Bromley-by-Bow studies show the tangible benefits of this approach.

CAN believes the approach that it has developed can contribute significantly to increasing the performance of the voluntary and community sector in the UK.

The CAN's approach to clusters development is as follows:

- Emphasising interaction and a marketplace approach
- Reduced costs/increased efficiency
- Maximisation of space
- The financial model
- Focus on quality
- Management learning
- Business mentoring
- Partnership working
- Use of loan capital

These spaces will be designed to be high quality and cost-effective so that they become self-sustaining.

Member organisations will get:

- Access to high quality affordable working environments
- Increased recruitment and retention of staff
- Savings through joint purchasing
- Access to high quality office equipment and specialist equipment
- Savings through centralised office functions
- Collaboration and learning opportunities
- Access to fully disabled accessible facilities

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CAN foresees great impact on community and voluntary organisations that will be enabled to reach and help more people, provide better, more joined services, and to do so more efficiently.

CAN has commissioned independent studies of the Mezzanine, which are now complete. The key questions that these studies addressed were: What makes the Mezzanine work? What key factors are needed for a successful cluster development? What constitutes the financial viability/sustainability of a cluster?

Case Study: The Mezzanine

CAN has tested this model by bringing together 120 staff and volunteers from 13 organisations to work in the Mezzanine, an open plan floor or market place close to Waterloo. The Mezzanine has become a key flagship for the London Development Agency. Owing to the success of the Mezzanine, there has been tremendous interest shown for this model throughout the UK. There is a long waiting list for space in the Mezzanine. CAN hopes to roll out this successful model and create further opportunities for community, voluntary and other organisations to share premises, overheads and infrastructure and work collaboratively with each other. CAN's experience to date is that this yields overall savings in terms of rent, establishment and overhead costs of around 20%, as well as the benefits of shared infrastructure and the opportunity to collaborate.

Case Study: Finsbury Park
(London Asian African Caribbean Centre as the main client) launched in February 2002

What CAN provided: LAACC came to CAN wanting help with a proposal to extend and refurbish their premises. CAN took their project further to include their neighbouring organisations and develop a full cluster proposal. CAN prepared the strategy for cluster development, brokered negotiations with the Finsbury Park Partnership and local councils and prepared papers for the board, provided expertise for the delivery of feasibility studies and arranged architect's plans. CAN also worked with LAACC on a number of projects eg LAACC food enterprises, developing CD rom business cards and marketing with the Big Issue. CAN also helped to launch LAACC.

Outcomes: Provison of regional infrastructure to 11 organisations and be accessed by many more. Member organisations are: Fashionworks; Andover Community Centre; Arachne; Lifelong Learning; London Asian African Caribbean Centre; bActive; CIC Mentoring; Wells Tec; QMMAC; Muslim Welfare House; Hackney Community Transport; Kurdish Community Centre.

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8.2. The Findings - Existing Clusters in SEEDA Areas

No formal cluster environments were discovered during the research project. However, not surprisingly, some of the social entrepreneurs knew each other, and from this there were some informal clusters.

One informal cluster existed on the Isle of Wight, where two organisations were sharing administration and core costs whilst supporting each other's organisations through experience and contacts. They are now looking at developing a more structured cluster and inviting other organisations to participate.

Another slightly more structured cluster was that of the church. Some of the social entrepreneurs surveyed, particularly in Medway, were affiliated to the church in some way. This provided a useful tool when searching for funding and resourcing of land, labour and property. Although one entrepreneur noted that being affiliated with a church can also be a hindrance when acquiring funding.

8.3. Would The Entrepreneurs Be Interested In Social Clusters In Their Area?

62% of those who attended the regional events would like to be involved in a physical cluster, and 78% wanted to be involved with a virtual cluster.

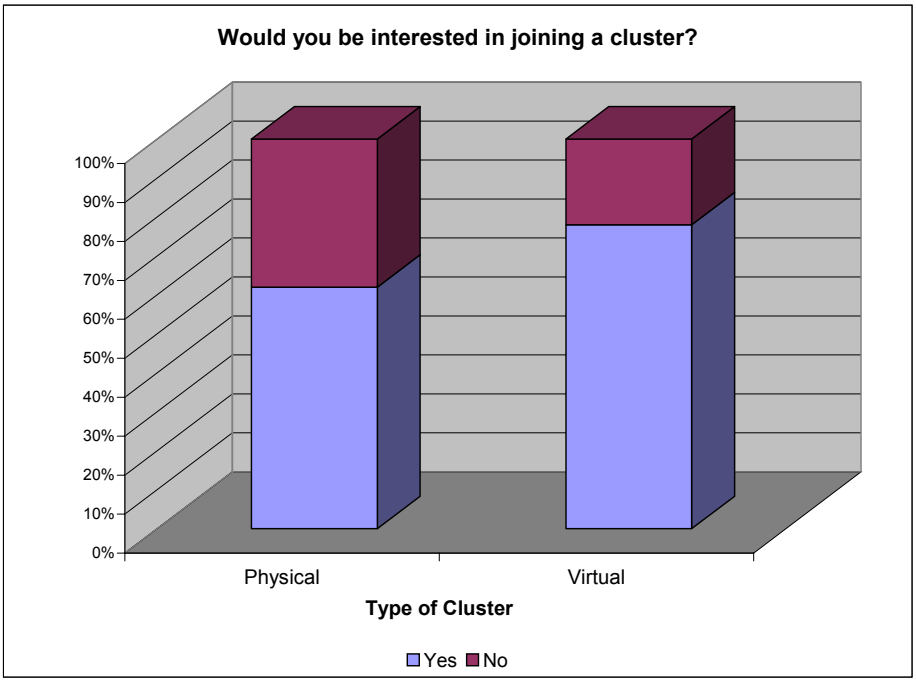

Chart 5: Interest in Joining a Cluster

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'So much fun! To be in the same room as like-minded people is so refreshing. One organisation may hear of a bid that we can apply for together, may have a problem that another can solve, share of information and contacts, enables you to get things done quicker.'

After the event the percentage interested in forming a physical cluster changed to 90%. The reasons for which can be attributed to the definitions used during the event itself. Before the event, many people felt that a cluster could be repressive and saw little benefit. However, after a description of exactly what a social enterprise cluster was and how it could benefit social sector organisations, many changed their minds.

Within the Region there are four clear opportunities for developments. These are Portsmouth, Medway, Thanet and the Isle of Wight. Each is at a different stage. Portsmouth and Medway are the most developed both in terms of concept and deliverability and both have identified land opportunities. On the Isle of Wight a group of organisations are already benefiting from a virtual network although they have no immediate plans to transcend that into a physical cluster organisations.

'A case of the whole being greater than the sum of the individual parts.....not just greater, but also richer, more stimulating, more creative and a more dynamic hub.'

The cluster within Portsmouth would have an enterprise focus and will work on bringing local private and social enterprises together to create a vibrant interdependent market place. Within the Isle of Wight, the focus will be young people and community regeneration, bringing a host of community based projects together to benefit from shared space. The Thanet project is being spearheaded under the banner of regeneration, exploring the mutual benefits of developing a small area of Ramsgate. Within Medway an existing church project has the potential to grow and become a wonderful community facility bringing together commercial and social projects.

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9. Action Learning

9.1. Regional Events/Focus Groups

The CAN team hosted two regional events. These events aimed to achieve:

- Increased networking by social entrepreneurs in the study areas
- New social sector partnerships formed
- Raised awareness of the role of SEEDA in the social sector
- New project opportunities explored
- Increased opportunity for social sector development
- Increased awareness in SEEDA of the role played by social entrepreneurs in their area

9.1.1. Who Attended

Participants were invited from each of the areas studied. The areas were divided into two, Kent and Hampshire. To ensure an interesting and varied day, participants were invited who were entrepreneurs chosen as one of the twenty five, supporters of entrepreneurs from the area, and people the CAN team were interested in spending more time with, in order to further assess their suitability for inclusion in the final 25 entrepreneurs. People were also invited who had been recommended to the CAN team, but the team had been unable to interview them prior to the event; these people were then provisionally assessed at the event and, if suitable, interviewed formally afterwards.

'A very productive gathering of like-minded people, who in a short space of time participated in an extremely stimulating, informative and professionally led process. A room of exciting visions shared.'

The following table lists the people who were invited and have been included in the project as either a participant or supporter.

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Table 18: Hampshire Event					
FName	Sname	Organisation	Area of Activity	Category	Attendance
Barry	Kemp	Barry Lawrence Centre	Deprived families	Entrepreneur	No
Becky	Haydock	IoW YP Inclusion Project	Young people	Entrepreneur	Yes
Beth	Taylor	ROCC	Networking	Supporter	No
Brett	Rennolds	Dreamwall	Schools	Entrepreneur	Yes
Cheryl	Buggy	Discovery Project	Emotional intelligence	Entrepreneur	Yes
Chris	Davis	City Mission	Deprived families	Entrepreneur	Yes
Dave	Selway	Skilful Soccer	Young people	Entrepreneur	No
Guy	Eades	Therapeutic Arts	Ill people	Entrepreneur	No
Jim	McGeever	ProCEED	Communities	Entrepreneur	Yes
John	Atherton	Common Purpose	Linking Leaders	Supporter	No
Louise	Lamburn	Wishbone	Third World women	Entrepreneur	Yes
Paddy	Noctor	Real World Trust	Substance abusers	Entrepreneur	No
Jim	Roberson	Youth Minds	School development	Entrepreneur	No
Peter	Orchard	Director Sector Services	Vulnerable people	Supporter	Yes
Richard	Priest	The Riverside Centre	Disabled	Entrepreneur	No
Shyam	Sharma	Common Purpose	BME inclusion	Supporter	Yes
Tom	Newman	Pirates for Peace	Young people	Entrepreneur	No

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Table 19: Kent Event					
FName	Sname	Organisation	Area of Activity	Category	Attendance
David	Hannent	Management Consultancy	Rotary Club	Supporter	Yes
David	Rains	Home-Start Dover District	Young families	Entrepreneur	Yes
David	Wade	Maidstone House	Elderly	Entrepreneur	Yes
Grant	Gill	King's Church	Community	Entrepreneur	Yes
Ivan	O'Reilly	The Children's Society	Excluded families	Entrepreneur	Yes
Janet	Johnston	Dover Counselling Centre	Vulnerable adults	Entrepreneur	Yes
John	Carey	Kent & Medway HA	Health	Supporter	Yes
Marcus	Richards	Cross Links	Deprived families	Entrepreneur	No
Matthew	Girt	Church in Society	Deprived Adults	Entrepreneur	Yes
Mike	Webb	Town Centre Manager	City centre users	Entrepreneur	Yes
Paul	Robinson	The Vines Centre Trust	Adults	Entrepreneur	Yes
Peter	Southcombe	Church	Community	Supporter	Yes
Roger	Rook	Individual	Community	Entrepreneur	Yes
Russ	Patrick	All Saints	Community	Supporter	Yes
Susan	Fairley	The Sandown Clinic	Disengaged children	Entrepreneur	Yes
Vera	Elliott	Sustainability Action	Environment	Entrepreneur	Yes

9.1.2. Structure Of The Events

The events were structured and directed. The bespoke structure was designed to gain the maximum from a short period of time. The theme of the events was:

Social Entrepreneurs - the economic regeneration vehicle of the future?

Programme for the events

- Arrival and welcome setting the scene
- Introductions
- SEEDA who's who: why SEEDA values social entrepreneurs
- CAN and the benefits of membership for entrepreneurs
- Analysis of the collective database feedback on the participating entrepreneurs
- Exploration of the issues in each of the targeted areas – a participative exercise
- What are the common bonds that exist between entrepreneurs - a participative exercise
- Clusters - what are they?
- Cluster simulation - a participant exercise
- Presentation of business cases - exploration of the advantages
- Finish

The structure was well received by the participants who engaged positively with it.

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'Very encouraged. I have attended many such networking things before. The fundamental difference was that things were achieved and fedback to us on the day ……

Aaron compiled a live data presentation on the outcomes of our questionnaires, never seen that before and Zenna led the entire session with passion and evidence of what can be done backed up with physical evidence. Never, never seen that before.'

9.1.3. The Experience

The event was held at Gosport Explosion Museum; the participants were largely unknown to each other, however conversation followed easily. The event, although structured, was informal and relaxed. Participants were keen to explore issues and were obviously unafraid to take risks. Initially they worked in groups based on interest areas. This allowed people to share experiences and build on their own experiences. During the second half of the event people moved into their locality groups. The majority of this work focussed on developing clusters. The participants underwent a simulation exercises. They embraced the concept and took on the roles creatively but responsibly. In both events the participants came up with deliverable, achievable cluster options. One area had more difficulty in doing this as they felt there was not a core of activity.

The participants explored issues and identified solutions across a range of subject matters; however, without doubt the most valuable aspect of the events was the networking and valuing that participants enjoyed.

'Thank you for offering a fast-track out of local 'glue'.'

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9.1.4. The Hampshire Event

9.1.4.1. Summary Of Table Top Exercises

The participants worked collectively to identify issues. These were presented back to the social entrepreneurs during the event:

Services

Freedom – loosen the educational straight jacket
Better, more flexible school curriculum for students 'at risk'
The realisation that the youth/education service does not work for all
Invest in something different that will provide a service to those in need and subsequently act as a control group to the current system
Poor services for families
To have one agency responsible for YP referrals, ie young offender referral programme
Pilot scheme that works in isolation so can concentrate on selection, programme delivery and support of an individual group
Lack of referrals of new clients from social/medical/employment services
Poor quality social services for youth

Financial

- Speed up allocation of NI numbers for refugees
- Access to debt counselling/budgeting advice
- Simplify housing benefit fraud checks to speed up new claims
- Need funding but not other agendas, and criteria that could change the shape of my organisation
- Clearly advertised information on local funding initiatives and methods of input from stakeholders

Other

Time – Changes do not happen overnight – it can take a generation!
Availability of help and advice to people in need
Mental health services for 13-16 year olds on IoW

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Governance

- Empowering individuals to remove the limits, assumptions and beliefs that keep things stuck
- Raising awareness brings huge responsibility – develop new and interesting ways of raising awareness
- Decline in family values – resulting in increase in youth crime/violence
- Greater enthusiasm from local council for the concept that a small difference is better than no difference – Lets stop talking 'big and unmanageable' and do lots of 'small and achievable'
- Work in ways which divert away from political restrictions
- Community appraisal of local councillors
- Comprehensive plan of all voluntary sector organisations
- Structured, genuine school council system for 13-19 year olds

The groups then explored ideas they had for development. The following, were collated for the group and represent the issues they identified.

9.1.4.2. Ideas for Development

Learning

Develop a true learning community (learning at the knee)
Develop a not-for-profit company that can provide employment for those pursuing a career in construction hand in hand with training and opportunity to become self employed
Set up work experience programme with access to relevant qualifications to meet employer's skill shortages
Access education, training and enhancement for all people

Support

- Healthy village for all in Ryde (one stop community facility)
- Creating centres for youth/young people and their parents – for advice and guidance
- Set up debt counselling/budgeting advice centre
- 'In House' occupational therapist to assess abilities and identify positive programmes to enable personal development

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Culture

Revolution from the bottom up – be the change you want to see
Connecting communities by means of art/culture
Change the design culture that is a pseudo catalyst for misery and poverty
Awareness of EU accession countries; exchange visit between social enterprise organisations here and in Eastern Europe

Miscellaneous

- CSR to push through government bill and work with business sector to instil standards and work to improve their commitment
- Cheaper public transport, especially for 13-25 year olds
- Sell buildings and use proceeds to buy more machinery and acquire more spaces to build commercial capability

9.1.4.3. Summaries of Questionnaire

Attendees were also presented with a questionnaire (attached as Appendix 2) the collective results of which are as follows:

People are involved in Social Enterprise for the following reasons:

To make a difference – 6/7
To tackle a social issue – 6/7
Because they were inspired – 5/7

Only 2 organisations rent property at market value, almost half are utilising office space that was donated.

6 out of 7 believe that it would be advantageous to create a social cluster.

Those who are already participating in social clusters describe the savings as:
£3k a year
'Countless'
Time

And their costs were minimal, not sure and zero!

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9.1.5. The Kent Event

9.1.5.1. Summary of Table Top Exercises

The participants worked collectively to identify issues. We then collated these during the event and presented them back. The following is a bullet point summary of the issues:

Environmental

Developing alternative technologies/practices in waste management
Create better in town housing
Create a better environment
Renew pride in local surroundings
A level playing field with the public sector in regeneration programmes
An office for expansion
Accommodation for YP/children
Better social use of public buildings
Stop duplication of administration

Services/support

- Develop community based services for people with mental health issues
- Communication with Social Services
- Prevent suicides
- Real partnership with Health and Social Services
- Convince employers of the value of staff counselling
- Spread services throughout regions
- Community based businesses that provide resource for community projects. A community private sector

Resources

Real networks for volunteer training
Seconded staff to work on new projects
Lack of volunteers from the retired sector
Security
Finance for projects
Funding for homeless issues
Significant investment in existing communities in North Kent
Need for a more coordinated, less grant dependent voluntary community

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Resources, facilities and funding from businesses within the community

Additional, secure, long term funding
Recognition by funders of deprived areas in Kent.

Governance

- Get community working together – common targets
- Decisions made closer to their point of impact
- Get public involved in Health Service planning and evaluation
- A way to allow 12-16 year olds to work without being trapped by legislation

Other

Recognition regard
Partners

The groups then explored ideas they had for development. The following bullet points were collated for the group and represent the issues they identified.

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9.1.5.2. Ideas For Development

Environmental

For the community sector to be of the same strength and vibrancy as the private sector
Talk to Health Authority, Kent and Medway
Divorce local politics from national
Develop awards system for NHS workers
A cultural change at government level – hence micro-approach but make it macro-aware
Need for co-ordinated marketing of social experience concept
Community warehouse for receiving, storing and distributing end of line/unwanted commercial and retail stock
Regeneration or run down town premises
Set up community warehouse across the region
A pride of place green audit map exercise of Thanet using GIS mapping
Create homes in these areas
School classrooms layouts and furniture redesigned to help neurological blocks in children
Develop community enterprise hubs, SME support centres for voluntary/community sector
Own property ie community centre

Services

- Establish clubhouses across Kent for mental health clients
- One-stop health centre for drug users/homeless and prostitutes
- Linking older people's wisdom for the younger generation
- Integrated housing
- Develop a youth café
- To read suicides notes to guide us
- Provide information in a useable format of needs and access to resources

Financial

Children and YP hold their own share of public sector cash
Community owned and run ISP
Community Chest

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9.1.5.3. Summaries Of Questionnaires

Attendees were also presented with a questionnaire (attached as Appendix 2), the collective results of which are as follows:

People are involved in social enterprise for the following reasons:

To make a difference – 14/16
To tackle a social issue – 8/13
Because they were inspired – 9/13
Because they were inspired – 9/16

Only five organisations rent property at market value, almost half are utilising office space that was donated or rented below market value.

14 out of 16 believe that it would be advantageous to create a social cluster.

Those who are already participating in social clusters describe the savings as:

Facilitated funding
'lots'
Already assisted in £115,000 of funding

And their costs were 'minimal', '£5k', and 'nothing'

9.2. CAN Membership

The 25 selected entrepreneurs all have free CAN membership as a part of the study. CAN's essential function is to link its members via an electronic network, supported by other forms of communication, including face-to-face meetings. CAN's website is developing easy to use ("hot") links to other relevant sites and its extranet (communications network) is based upon e-mail, electronic conferences and notice boards.

9.2.1. IT Training

To fully exploit the benefits of CAN it is necessary to familiarise oneself with the CAN network on-line. The on-line community has a great deal to offer CAN members in terms of information sharing, project development and skills capacity. The CAN on-line community is a virtual space where members can share, trade, buy, sell, and collaborate to get the skills, ideas, tools and support to achieve their goals.

Already, members are being encouraged to exchange:

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- INFORMATION: about grants and funding, good practice, venues, events, human resource issues, research, architects and much more
- PARTNERSHIPS: collaborating to bid for grants; conferences; funding and marketing links with business; links with the public sector and intermediary bodies
- PURCHASING: products and services, information on recommended professionals, such as lawyers, architects and accountants etc
- JOBS: information about situations wanted and vacant, plus opportunities for organisations to share posts

Members are encouraged to think of the whole of the CAN intranet as a marketplace where they can do business of all sorts with each other and research external resources and source of experts.

CAN also offers an e-mail and on-line conference facility. These services are available on and off line. For members who do have broadband it is beneficial to install the CAN software first class as this allows off-line working and ensures speed in operating the system. To allow members to maximise the system CAN offers a training course to all its members. This training is married with an opportunity to meet the CAN directors, Adele Blakebrough and Andrew Mawson, as well as an opportunity to meet other CAN members. The training takes place in a CAN house in Stanton in the Cotswolds.

This training is being organised by Alison Yeo; she will be writing to all the 25 identified entrepreneurs, inviting them to the training.

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10. Achievements

10.1. Project Objectives

The following section explores the initial objective for the work and the impact the CAN team has had on achieving them.

10.1.1. A Report Collating The Experiences Of 25 Social Entrepreneurs

This document represents the report. Through the 473 hours of direct one-to-one contact the CAN team met and interviewed a great number of people who passionately believed in the concept of social entrepreneurs and the potential impact they have on regeneration. From that, the team identified 25 people who have a proven track record in developing projects that have made a significant impact on the community they aim to serve. Capturing their experiences, highlighting their successes, and profiling their opportunities and challenges, have only partially been achieved in this report. This is because it is extremely difficult to encapsulate the energy, magnetism, vision and buzz of these people. All of them have worked outside the box to achieve what others believed unachievable. They have defied convention, overcome obstacles and realised their social dreams.

This document collates elements of these individuals' experiences. The document achieves the stated objective; however, it can never do complete justice to the work of these outstanding individuals.

10.1.2. Identify Pre-existing Social Clusters In The Area

As stated in 8.2 we did not identify any pre-existing clusters, however the potential for development in at least two areas possibly three is great. The team identified at least three individuals who, if supported and invested in, could develop clusters in their locality which would provide benefit to a host of both social sector and private providers.

10.1.3. Identify The Support Needs, Barriers And Opportunities For Social Entrepreneurs

As stated in 5.8 these needs varied greatly. There was a palpable tension between the 'I can do it all' and 'this sucks, I can't cope' attitudes. This seemed to represent the dichotomy that existed in a great number of participants, the challenge of going against the grain and achieving the impossible, whilst being isolated and disregarded by a standoffish statutory sector. This left participants with a mixed view of themselves. They saw on the one hand their own achievements and on the other the limits put on them by others. There is a real opportunity for CAN and SEEDA to address this issue collectively. Interestingly, the action learning events have already had a significant impact on the participants. After the events CAN received comments relating to the importance of coming together, rethinking direction and hearing from others how they have overcome challenges and tackled difficulties.

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10.1.4. Develop A Network Of Social Entrepreneurs Through The CAN Forum

This objective was clearly achieved. However what struck the CAN team was the speed with which, given the opportunity, the entrepreneurs formed relationships, identified commonality and brokered project deals. Initiatives, which would take months of community work, were being forged and scoped over coffee. Later in this report some of the new projects that have already emerged are detailed. It was clear to the team that by offering these people an inch they would take a mile, this mile would have a wide social benefit.

10.2. Project Outcomes

The following section has taken each of the anticipated outcomes and explored the impact the project has had on them.

10.2.1. Increased Networking By Social Entrepreneurs

Participants had the opportunity to network through attending the events, the on-line networking opportunity afforded through being a CAN member, and through the CAN IT training.

All the participants expressed the value of meeting other entrepreneurs in their areas. They valued the wider context of the county as well as having time to get to know people in their specific area. 16% of the participants felt well networked and integrated prior to the involvement of the CAN project. However 79% said that they valued the opportunity to take part in the project as they often felt 'out on a limb'.

'I did not expect to find so many like-minded people ….. I can do some real business with these folk.'

It is not possible to say at this stage whether the new relationships formed will be sustained. However, it is clear from the number of direct activities that have arisen from the project that the new relationships formed are having an immediate impact.

10.2.2. New Social Sector Partnerships Formed

Participants formed new relationships during the regional events. In addition to this, the CAN team brokered meetings between participants they interviewed, when mutual benefit became apparent, as a result of the interview processes.

The most tangible of the new partnerships that has been formed is in Hampshire. A group

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of the identified entrepreneurs have formed a learning set; they are meeting regularly to address issues relating to joint projects, funding, and strategic issues within the locality.

Although a group of entrepreneurs felt there would be benefit in meeting to address the actions needed to take forward cluster development in Medway, the CAN team is not aware that they have yet met.

'I've met with three of the participants twice since the event, we've worked on issues ranging from publicity to how you insure river walks it's been bl***y useful!'

10.2.3. Raised Awareness Of SEEDA Within The Social Sector

This was a very broad expected outcome, and not one that the CAN team could directly effect given the size and scope of the social sector. However, we have explored with participants whether their awareness of the role of SEEDA has been increased.

'I shall be knocking on their (SEEDA) door in the near future, I need to know more about how my work can attract SEEDA recognition.'

8% of participants felt they were well linked into SEEDA and had a good understanding of its functions and responsibilities. The remaining 92% varied in their level of knowledge. The majority had heard of SEEDA and knew that, as an organisation, it was involved in regeneration.

It is equally true to say that the majority were unaware of the extent of SEEDA, its role with respect to the not for profit sector and its ability to support their activities.

10.2.4. New Project Opportunities Explored

The collective project opportunities explored, focussed on the possibility of cluster developments. It is clear that there is a real possibility for a social cluster to emerge in Portsmouth and Medway. Both have land and projects available that could achieve mutual benefit.

During the events, several new initiatives were discussed, those which CAN is aware of being followed up are detailed later. Interestingly, the needs identified in the areas and the new initiatives highlighted during the events give a clear out line of the breadth, depth and creativity of the entrepreneurs.

During the interviews the CAN team attempted to uncover the likelihood of new initiatives actually being delivered.

Each entrepreneur had at least one new idea on the back burner. Through questioning and comparison with track record, CAN estimates that of the 25 selected entrepreneurs, 22 will deliver a new initiative within the next 18 months. Based on the success rates of started projects, it is likely that only one of these will prove to be unsustainable.

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'I made two contacts that have seen the positive development of new working relationships that has led to practical delivery. Isle of Wight Yip activity weekend and ProCEED social and environmental awareness at Havant College.'

Entrepreneurs were excited at the prospect of being able to develop these ideas in partnership with SEEDA, where appropriate, as well as becoming more involved with SEEDA with regard to their existing projects.

10.2.5. Opportunity For Social Sector Development

Identifying and bringing entrepreneurs together created a moment of change and expectation. It is not yet possible to assess the impact this might have on the development of the social sector. CAN believes that by linking entrepreneurs, the connectivity generates a momentum of its own.

'Jim (Roberson) and I have agreed to do a joint project with schools, it'll be a challenge but I think we've got a good project to offer.'

It is true to say that all the participants found being involved in the project a positive experience; they felt invigorated and refocused. The long term impact of them being networked and having met is not definable yet, however it is likely that within the regions involved in this project, the social sector will continue to grow. It is hoped that through the support offered, entrepreneurs will play an ever-increasing role in changing the face of our deprived areas in particular.

10.2.6. Increased Awareness of Role of Social Entrepreneurs Within SEEDA

Within the inclusion team in SEEDA there is already a broad knowledge of the impact social entrepreneurs are having. By hosting events and transcribing these it gives the inclusion team additional tools to raise awareness within SEEDA.

In addition to sourcing and recording the entrepreneurs, CAN is hoping to meet the SEEDA board to present its findings and showcase some of the entrepreneurs discovered. The benefits of using entrepreneurs to achieve SEEDA's core aims have become very clear. The 25 entrepreneurs identified here, if used, could easily increase their current outputs in terms of economic activity and community regeneration. Several participants expressed frustration at how they felt government monies were wasted because they did not back the people like themselves who really get stuck in and make a difference. SEEDA could benefit from harnessing the energy and commitment to delivery all the participants demonstrated.

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10.3. Direct Project Impact

The initial impact centred on two key areas; that of networking and recognition. The networking resulted in the listed projects. These happened as a direct result of the regional events CAN organised to achieve the action-learning element of this project. The second, that of recognition, came about from both the action learning events in the region and also from the process of selection.

In order to be included in the project and become a final member of the 25, participants went through two interviews and secondary scrutiny. All the participants felt a real sense of achievement at having made it from the long list of 147 to final 25.

"A joy to sit in a room full of people who say YES. I felt that I had been noticed and included"

The initial activities that have arisen, as a result of the networking opportunities, are detailed below by county. In the process, participants talked of the isolation they often felt and the difficulty they had in being taken seriously by an often conventional and bureaucratic statutory sector. They felt their can-do attitude and out-of-the-box thinking were not valued and often actively discriminated against. The feeling was that skills and abilities that would be both recognised and valued in the private sector were often frowned upon in the social sector.

"As a result of the event in December, I have written to Pam McHale to explore the development of one of my projects. It was useful to meet like minded people in SEEDA"

Participants expressed how important it was to them that SEEDA were taking an interest in their way of achieving both social and economic change in their areas. They felt that SEEDA was an appropriate body to recognise their skills, as they crossed the commercial and social worlds. Participants felt that process for accessing resources within SEEDA was difficult, bureaucratic and time consuming. They expressed frustration that in the main, their route to SEEDA was via public bodies with which they often held little faith. The importance of SEEDA attempting to form a bridge to them was therefore seen as a very significant and welcome action.

10.3.1. Hampshire

Isle of Wight Youth Camp

The Youth Offending Team on the IoW has asked Dreamwall to deliver a programme for young offenders providing citizenship training and camp craft. This has created two sessional jobs, engaged 17 young people and brought three organisations together.

UnLtd Funding

UnLimited (unLTD) is a new consortium of national organisations working with social entrepreneurs in the UK, made up of the Scarman Trust, Changemakers, CAN, Comic Relief, School for Social Entrepreneurs and Ashoka. UnLTD has been successful in bidding to the Millennium Commission for £100m Legacy funding to run an ongoing award

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programme, which was launched in Autumn 2002. Through unLTD there is £100M for community practitioners across the UK. By 2003 some 1,500 individuals should be receiving awards to run programmes primarily for the benefit of disadvantaged people. As well as cash, intensive support and regional training will be provided. The initiative is run by a new and separate organisation, CAN played a major role (with others) in creating the opportunity.

Six entrepreneurs from the project have been interviewed and assessed for the first wave of Millennium UnLtd funding grants. The grants are designed to back entrepreneurs to take forward new projects. The projects being considered range in total value from £10,000 to £750,000.

Eastern European Youth Support Project

Dreamwall has teamed up with ProCEED to plan a project to Eastern Europe in order to exchange skills; the project will take young people to Eastern Europe to build a new community facility that has been designed by the community as a part of the ProCEED community development work.

Wishbone and ProCEED

Both these initiatives have an international focus; Louise and Jim are meeting to discuss a fashion and design based initiative in Eastern Europe expanding on Louise's experience in Kenya.

10.3.2. Kent

UnLtd Funding

In February, six of the Kent entrepreneurs will be supported to apply for UnLtd funding, in the same way the Hampshire participants have already done.

Dover Dinner

Mike Webb has arranged a dinner for movers and shakers in Dover and invited both CAN and SEEDA to assist Dover to take forward a cluster site and promote other entrepreneurial opportunities.

Medway Cluster

Pastor Gill has invited CAN and SEEDA to visit his site in Medway to discuss possibilities of developing a social cluster.

Regeneration of Ramsgate

Roger Rook is working with CAN through the Prime Timers scheme to initiate a regeneration scheme within Ramsgate, addressing some of the issues surrounding social deprivation.

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11. Conclusions

General Conclusions: The research project has resulted in tangible outcomes; people are forming partnerships, discussing new initiatives and challenging the status quo as a direct result of being involved with the project.

The research project highlighted that the impact of the social entrepreneurs had not been recognized at a local level. This appeared to be in part due to the often isolated positions held by the entrepreneurs. By bringing people together, both physically and virtually, it allowed people to find a mutual strength. What was equally apparent was the enormous untapped resource these people offer.

The majority had been involved in projects before and had plans for new initiatives. The importance of backing these individuals and supporting them to explore the next big idea should not be underestimated.

These individuals have created, by their own effort nearly £8M of economic activity; they have created nearly 300 full time jobs and had significant impact on the most deprived wards in SEEDA. Should a new company want to relocate to the region offering those sorts of outputs, they could expect significant regional support.

The geographical differences: There were some striking differences between Kent and Hampshire. These might simply be as a result of the people we found. However the CAN team did consider that the difference between operating in a city environment and a town may be a significant variable factor. The Kent entrepreneurs currently generate £5,323,000 annual turnover. Interestingly, they have a collective length of service of 60+ years ranging from one month to 22 years. Within Hampshire the current economic impact is £2,540,000. However, there is only a collective of 22 years with a range of three months to four years. The projected growth over the next year highlights the emerging nature of the entrepreneurs. In Hampshire their predicated growth equates to an annual turnover of £4,787,000 compared with £6,653,000 in Kent. This shows a significantly greater expected growth amount for the newer entrepreneurs in Hampshire.

There was a distinctive difference expressed by people working in areas of unitary authorities. The ability to understand and influence public sector provision was seen as easier than in non-unitary areas where people expressed frustration at the convoluted decision making process.

The attitude towards SEEDA: The entrepreneurs had very different views and expectations about SEEDA. Interestingly, the longer standing entrepreneurs in the main felt that they had formed their relationship with SEEDA, and that they had explored the partnership options.

However, during the interviews it became apparent that none of them were aware of the entirety of SEEDA or the extent of the current thinking, where as the entrepreneurs who had established their projects more recently felt that SEEDA had a significant role to play and were keen to see how SEEDA could add value to their current activities.

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A perspective from the CAN team: The project proved to be a fascinating piece of work. The extraordinary range and diversity of projects and people was stimulating. The main excitement in the project came from realising the potential of connectivity between people. The possibility to facilitate the development of a social cluster was extremely exciting, particularly as the potential benefits became ever more obvious.

The view from the entrepreneurs: There was a mixture of excitement and ambivalence from the participants at the thought of being involved. Having said this, the participant feedback has been overwhelming and exclusively positive. Those involved valued the opportunity to network and explore the potential for greater involvement with both SEEDA and CAN. Only two participants were already CAN members and only one other had come across CAN. The opportunity to not only network locally, but also nationally, was unanimously welcomed.

The project was a real success and the fledgling achievements, with support, will grow - facilitating a real and much needed expansion of the entrepreneurial activities within these deprived areas.

The achievements: Between October and December, 147 people were interviewed, two major action learning regional events were held, 25 entrepreneurs were identified and analysed and six new partnerships for delivery were formed. All of this was a result of what was primarily a research project. The desire for clusters was uncovered and the people who might drive them forward were sounded out. This is a remarkable achievement. If CAN and SEEDA were to work together on a longer-term basis the potential appears enormous.

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12. Next Steps and Recommendations

- SEEDA to develop a strategic approach to supporting entrepreneurs
- Stakeholders' dinner
- Programme of ongoing support for social entrepreneurs already identified
- Identify entrepreneurs in other SEEDA areas
- Social entrepreneurs awards
- Phase two – developing clusters
- Funding support for social entrepreneurs
- Improving social entrepreneurial access to local, regional and national support infrastructure
- Establish a CAN SE director

12.1. SEEDA To Develop A Strategic Approach To Supporting Entrepreneurs

The report clearly highlights the benefits entrepreneurs in the social sector bring to the region. It also demonstrates the potential they have to work with SEEDA to collectively achieve regional objectives. Currently SEEDA does not have a strategic commitment or approach to engaging with entrepreneurs. It is recommended that SEEDA agree a commitment to social entrepreneurs in the region and develop a strategy for long term sourcing and supporting of entrepreneurs. CAN would be delighted to partner with SEEDA to achieve this aim. This would allow CAN to build on the relationship with the existing entrepreneurs and cascade support as well as engage and support new entrepreneurs.

12.2. Stakeholders' Dinner

As a result of the Kent Focus Group, there has been discussion about the benefits of bringing the SEEDA board and CAN together. The organisations have similar aims with different delivery mechanisms. CAN's approach of supporting people to regenerate areas is growing in both recognition and respect at central government. Andrew Mawson, CAN's Director, is leading work with ministers to explore how the entrepreneurial movement in the social sector can be given a higher profile and linked more directly to assisting the government to achieve its public sector targets. SEEDA, in commissioning this work, is already recognising and supporting this agenda.
It is recommended that a stakeholder dinner is held to help forge a strong foundation between CAN and SEEDA.

12.3. Programme of ongoing support for social entrepreneurs already identified

Provide ongoing support to further empower the identified entrepreneurs to work collaboratively and become more innovative and sustainable.

Developing programmes of support, according to demand, that will facilitate further cross-sectoral working, provide information, support, advice, advocacy and mentoring to the 25 entrepreneurs operating within the South East supporting the entrepreneurs to develop and implement practical projects delivering change with in their communities

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Traditionally, capacity and delivery have been separate. Organisations receive formal training (are capacity built) but are then left relatively unsupported in applying and practising what they have learnt to the actual delivery of their projects. Traditional capacity building programmes are thus accompanied by the risk of raising expectations that are then not realised. CAN would develop an approach, which combines capacity building and delivery. This not only increases the range of skills of the social entrepreneurs but would also enable them to grow their activities and achieve positive outcomes for the South East region

12.4. Identify Entrepreneurs In Other SEEDA Areas

The benefit to the entrepreneurs of meeting exploring ideas, sharing skills and knowledge within the project has been immense. They also benefited from forming a new and different relationship with SEEDA. Once we began to analyse the economic impact 25 individuals from a small area of the SEEDA region were having, it became obvious that by harnessing similar people in other areas the potential benefit to SEEDA would be magnified.

As a result of this, discussions are taking place to explore the value of CAN and SEEDA continuing to work together to identify social entrepreneurs in other areas of the SEEDA region. This would allow SEEDA to engage with a broad range of individuals and would build a local critical mass that could take forward the development of entrepreneurial activity in the area. In addition to this, it would maximise the opportunities available to entrepreneurs in the area and ensure SEEDA takes a national lead in this cutting edge area.

The suggestion is to continue to target entrepreneurs in the most deprived areas of SEEDA, such as the Thames gateway and coastal areas such as Brighton and Hastings would be relevant areas to take the search forward. Should this happen, it is recommended that the original group become involved in a mentoring support role. This would mean less consultant hours would be needed and it would add value to the Network concept.

12.5. Social Entrepreneurs Awards

A consistent theme that emerged throughout both the individual interviews and the events were the issues of valuing and recognising the entrepreneurs. Because their approach is neither conventional nor quiet, many people expressed frustration that they were judged by the way they achieved things not what they achieved. A repeated request was for some form of SEEDA recognition for what they had done; this recognition needs to be of a significantly high calibre so it can be used to assist with securing funding and establishing credibility within new areas.

Discussions between SEEDA and CAN have begun about taking forward a social entrepreneurial branding for the SEEDA region. The concept is based on the model of kite marking where those awarded are seen and acknowledged as having a track record in the field and can be relied on to deliver. The idea is that SEEDA and CAN would assess and award annually, combining the award with a celebration of the region.

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This programme needs to be linked to other initiatives such as the Ernst & Young Entrepreneur of the Year Award. CAN has worked with Ernst & Young to include social entrepreneurs with the Entrepreneur of the Year award to highlight truly entrepreneurial activity in the social sector. The aim is to create a 'community of entrepreneurs' to promote a deeper understanding of the common challenges, concerns and opportunities facing entrepreneurs everywhere. Winners of the award gain Ernst & Young membership giving them access to information, Master classes training and support.

CAN has already established an exclusive SEEDA CAN petal on the CAN network; this lends itself perfectly to an ongoing support platform for recognised entrepreneurs.

12.6. Phase Two – Developing Clusters

SEEDA and CAN need to agree a plan for the development of phase 2 of the project. It is apparent that there is a real opportunity to develop a social cluster in Medway, Thanet and Portsmouth and the Isle of Wight. To take this forward, CAN would investigate the opportunities for co-location of social entrepreneurs, with a view to carrying out a local property assessment of available premises as appropriate. Once this was undertaken CAN would work with the local entrepreneurs to develop a plan and ensure that a cluster could become a reality.

To ensure that cluster development achieves both regional and national targets, support would need to be given to the local champions. Having said this, any development must be taken forward at a local level - if it is not owned, needed and supported by the local area it will not work. Each cluster will be unique and individual. Although the blueprint for social clusters is fixed, the local ingredients are what create the perfect cluster.

12.7. Funding Support for Social Entrepreneurs

The opportunity to link entrepreneurial activity to single pot outcomes is an exciting one. This would allow real community engagement and activation to become forefront in the allocation of funding. Currently, the funding available for allocation through SEEDA does not explore the individual applying for funding, merely the organisation they represent. Where an entrepreneur has a delivery track record and has achieved social or economic regeneration in the past, it would be extremely beneficial to include this as criteria in selection of potential projects.

12.8. Improving Social Entrepreneurial Access To Local, Regional And National Support Infrastructure

Although this is not the single responsibility of SEEDA, the research clearly indicated that social entrepreneurs are often frustrated when trying to access these support infrastructures. This is particularly true of the statutory and government controlled organisation. The culture clash results in entrepreneurs being denied support and the statutory sector missing out on the opportunity to capitalise on the potential within social entrepreneurs.

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A South East of England Development Agency Study

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A project to identify 25 entrepreneurs, explore their impact and consider the potential benefit of bringing them together in cluster developments

Study area:
Kent and Hampshire

Report Prepared by:
Zenna Atkins & Aaron Ross

On behalf of

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A South East of England Development Agency Study

Appendix 1: 119 most deprived wards in the South East

A project to identify 25 entrepreneurs, explore their impact and consider the potential benefit of bringing them together in cluster developments

Study area:
Kent and Hampshire

Report Prepared by:
Zenna Atkins & Aaron Ross

On behalf of

Community Action Network

www.can-online.org.uk
Reference: CAN001_016

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119 WARDS MOST DEPRIVED WARDS AND THE LOCAL AUTHORITIES CONTAING THEM

Sub-region	Local Authority	Wards Falling in the worst 119 And their Ranking	No of Wards falling in worst 119
KENT – Thames Gateway	Swale	Sheerness West (14) Eastern (30) Sheerness East (54) Milton Regis (99)	4
	Gravesham	Riverside (58) Westcourt (80) Northfleet West (96) Central (111)	4
	MEDWAY	Twydall (56) Holcombe (81) Medway (89) Town (93) Earl (95) Luton (113)	6
	Dartford	Galley Hill (100) Joyce Green (23) Swanscombe (98)	3
KENT – East and South	Thanet	Pier (1) Ethelbert (3) Newington (10) Northdown Park (16) Cecil (18) Marine (27) Central Eastcliff (28) Northwood (38) Central Westcliff (53) Cliftonville (71) Westgate on sea (79) Dane Park (109) Beacon Road (115)	13
	Dover	Buckland (19) St. Radigunds (22) Town and Pier (26) Castle (47) Tower Hamlets (54) Aylesham (74) Priory (105) Mogenham (116)	8

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	Shepway	Folkstone Central (7) St Mary in the Marsh (44) Folkstone East (45) Folkstone Harbour (60) Hawkinge and Peddlesworth (77) Lydd (87) Folkstone Foord (118)	7
	Ashford	Stanhope (6) Ashford Brookfield (48) Ashford Hampden (59) Ashford Victoria Park (82) Ashford Mosgrove (88) Ashfor Woolreeds (110)	6
	Maidstone	Shepway West (17) Park Wood (57)	2
	Sevenoaks	Swanley St. Mary's (75)	1
EAST SUSSEX; WEST SUSSEX; SURREY	Hastings	Cental St Leonards (2) Castle (4) Gensing (11) Hollington (12) Broomgrove (21) Mount Pleasant (36) Maze Hill (41) Ore (42) Braybrooke (43) Old Hastings (92) Wishing Tree (50)	11
	Brighton & Hove	Marine (8) Moulsecoomb (9) Queen's Park (37) Regency (66) King's Cliff (69) Hanover (97) Vallance (112)	7
	Arun	Littlehampton River (34) Littlehampton Ham (46) Pevensey (78)	3
	Lewes	Newhaven Meeching (63) Peacehaven East (73)	2
	Rother	Central (72) Sidley (94)	2
	Wealden	Hailsham East (61)	1
	Woking	Sheerwater (104)	1
	Worthing	Cental (119)	1

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HAMPSHIRE; ISLE OF WIGHT/SOLENT	Isle of Wight	St. John's-1 (20) Pan (24) Ryde North East (31) Ventor-1 (55) Newport Central (65) Totland (68) Lake-1 (70) Shanklin North (83) Osborne (85) Sandown-2 (86) Sandown-1 (90) Ryde South West (91) Cowes Medina (102) Ryde North West (106) Ventor-2 (107)	15
	Southampton City	Redbridge (29) Bargate (52) Woolston (62) Bitterne (64) Millbrook (101)	5
	Havant	Warren Park (5) Barncroft (32) Bondfields (33) Battins (100)	4
	Portsmouth city	Charles Dickens (15) Paulgrove (40)	2
	Rushmore	Heron Wood (108)	1
THAMES VALLEY	Slough	Chalvey (76) Baylis (103) Stoke (117)	3
	Reading	Whitley (49) Church (84)	2
	Wycombe	Booker and Castlefield (114)	1
OXFORD ARC	Milton Keynes	Woughton (13) Eaton Manor (39)	2
	Oxford	Blackbird Leys (25) Littlemore (67)	2

Note: The ranking is based on the Index of Multiple Deprivation (IMD)

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A South East of England Development Agency Study

Appendix 2: Event Questionnaire

A project to identify 25 entrepreneurs, explore their impact and consider the potential benefit of bringing them together in cluster developments

Study area:
Kent and Hampshire

Report Prepared by:
Zenna Atkins & Aaron Ross

On behalf of

Community Action Network

www.can-online.org.uk
Reference: CAN001_016

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Please amend any details here:

Name: **«Fname» «Sname»** _____
Study Area: **«Region»** _____
Organisation: **«Organisation»** _____
Address: **«Address1»**
«Address2»
«Address3»
«County»
«Postcode»
Telephone: **«Telephone»** _____
Email: **«Email»** _____
Interviewed? **«Interviewed»**

A Social Entrepreneurial cluster:

Social Entrepreneur Cluster Development is a group of interconnected organisations from the community, voluntary or third sector that co-locate to a shared workspace.

A social entrepreneur cluster development could host a whole mix of organisational types, ranging from specialist suppliers and service providers, e.g. volunteering organisations, second-tier supporting organisations, grant/donation bodies, contracting companies, intermediate labour market and training organisations including 'not-for-profit', social enterprises and grass roots community organisations who deal directly with the public.

These organisations may both compete and co-operate but they have a shared vision or purpose for the use of the workspace.

A virtual social entrepreneurial cluster:

As above except through connectivity of working practice and meetings through an electronic forum.

1) Would you describe yourself as a Social Entrepreneur?

Yes		No	

2) What factors influenced your decision to establish/get involved with your project? (Please rank, 1=most important, maximum of 3)

'I was inspired'		To gain experience	
Career advancement		To make a difference	
Personal satisfaction		To meet local	
Political motives		To tackle a social issue	
Redundancy/Unemployment		To work with family/friends	

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3) Is the current property from which you work:

Owned by your organisation		Rented below market value	
Rented at market value		Donated	

4) How much does this property cost your organisation (capital outlay, mortgage, rent etc)?

£_____

3) Which of the following facilities does your office benefit from?

Broadband		ISDN telephones	
Cafeteria		LAN	
External cleaning		Voicemail	
External maintenance			

4) Approximately how much does it cost to run your office (rates, heating, light, etc)?

£_____

5) Do you think there would be an advantage to being a part of a cluster as described above?

Yes		No	

Please give your reasons:

6) Using the definitions on the previous page, do you feel as though you are currently involved in a cluster? If so, which type? (If you are not involved in a cluster please go to question 7)

Physical		Virtual	

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Please describe the cluster you are involved in, the benefits and the limitations, how would you like to improve it?

Which organisations are involved in your cluster?

How much has being involved in the cluster cost you? £_____

How much has it saved you? £_____

7) Who (names or organisations) would you like to have in a cluster?

-END-

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