

CULTURAL SHIFT

S O U T H E A S T

Newsletter June 2007

Issue 4

Liverpool John Moores University: MA Social Enterprise Management

Liverpool Business School (LBS) is widely recognised internationally as a leading provider of management development and consultancy to Third Sector organisations. Its renowned MA in Social Enterprise Management is a pioneering programme designed to give participants a critical skill-set to help their own organisations become more sustainable. As well as developing knowledge of the wider social economy, you will develop skills in marketing, strategy, finance, business ethics, social accounting and auditing, research and people management. The programme will bring you into contact with a diverse range of Third Sector managers with whom you can share your passion and experiences to enhance your own capabilities.

What makes the LBS MA in Social Enterprise Management different, is that it has been designed specifically for managers working in Third Sector/social enterprise organisations. Like any other business, social enterprises need to grow, become sustainable and reduce their dependence on grants and donations. In order to do this they need to be managed effectively. The programme therefore develops the practical skills and knowledge you will need to manage this transition in an orderly and professional manner.

Masters graduates from Liverpool John Moores University (LJMU), have seen immediate payback from the MA in Social Enterprise Management. Jason Mollring (Social Enterprise County Networks Co-ordinator for the South East) explains:

“When I was interviewed for my current position, to develop the South East Social Enterprise Network (SESEN), I was confident discussing a broad range of social enterprise and management issues as a result of studying for the MA. Now that I’m in the role, I work with a wide range of people, from social entrepreneurs and service users to managers at support organisations and leaders in the private and public sectors. In combination with my job, working on the MA gives me a useful understanding of how all these stakeholders fit into a wider context and provides evidence-based tools that can help the network be sustainable. I study topics that I typically would

not explore if I were not working on the MA. Each module has helped me to think about SESEN from many perspectives and apply what I’ve learned in real situations. For example, I’m starting my dissertation and studying strategic management issues that can help SESEN’s effectiveness. By studying social enterprise management at LJMU, I am enriching my career and improving the conditions for social enterprises in our network.”

The next intake for this flagship programme is September 2007 and LJMU is now looking for managers who work in social enterprise/Third Sector organisations in the South East, who want to develop their skill base. Progression through the programme depends on successful completion of work-related assignments, so that participants will be able to apply newly acquired skills for the immediate benefit of their organisations. For further information about the MA in Social Enterprise Management at LJMU, please follow the links:

<http://www.ljmu.ac.uk/socialenterprise/index.htm>

For further details and an application form, contact Chris Warburton (Postgraduate Programme Administrator) School of Management, Liverpool John Moores University, 98 Mount Pleasant, Liverpool, L3 5UZ. Tel: 0151 231 3864 or e-mail blwpg@livjm.ac.uk or Bob Doherty, Programme Leader MA in Social Enterprise Management on 0151 2313342 or e-mail r.doherty@ljmu.ac.uk



Pictured above: Jason Mollring - Social Enterprise County Networks Co-ordinator for the South East

Demonstration Projects Update

HMP Stanford Hill - Lee Parekh

Having entered Stanford Hill in March 2006, I started to work as a Peer Advisor for the Diversity Department. My main job role was to assist Senior Officer Sean Talbot, in making sure all procedures and policies were followed and Stanford Hill were not failing with any issues regarding Diversity and Race Relations. Having no prior knowledge regarding Diversity/Race Relations or Equality Impact Assessments, Mr Talbot took me under his wing and taught me everything I know today. I have gained a tremendous amount of knowledge regarding Race Equality within the public sector and implemented several impact assessments on Equality and Diversity.

In February 2007, I joined the National Association for the Care and Resettlement of Offenders (NACRO), working within its resettlement department and undergoing research into the needs of offenders upon release from custody, which included housing, employment, training and education. This has enabled me to put the skills and knowledge I have learnt at Stanford Hill, into practice.

I have had overwhelming support, advice and guidance from the Governors and the Senior Management Team of Stanford Hill and I can only praise their commitment to offender rehabilitation. Their care, humanity and dignity towards myself and other offenders in their care can only be applauded. With their hard work and support, I have today reached a position where I am being head-hunted to take on several employment positions within the public and the private sector.

The Really Helpful IT Company

As mentioned in the last edition of the Cultural Shift Newsletter, The Really Helpful IT Company (TRHITC) is now a registered Net:gain Centre. Net:gain is a highly subsidised development programme to help leaders of Voluntary and Community Organisations (VCOs) take control of strategic planning and apply it to technology, regardless of their existing expertise, organisation size, or area of work. Paula Graham, Customer Services and Training Manager, was delighted to recently discover, that TRHITC has been nominated for the best Net:gain Centre newcomer.

TRHITC is also operating an Intermediate Labour Market (ILM) Training Programme. The ILM model of waged work in specially created temporary jobs, is one tool to move people from long-term unemployment to sustained work (www.jrf.org.uk/knowledge/findings/social-policy/970.asp). On 11 May 2007, Stephen McInerney, one of the three original ILM Trainees on the Cultural Shift Programme, left TRHITC to work with eposMaster Ltd, which develops and maintains a point-of-sale system for greeting card retail outlets. Stephen has been appointed as a full-time IT Support Assistant, which will involve helpdesk support for retail outlets and analysing the nature of helpdesk calls using 3D spreadsheets, as well as getting involved in other software development.

For further information, please contact:
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Social Business Solutions

As Social Business Solutions (SBS) approaches the end of its two year funding through the Cultural Shift South East Programme, SBS's Programme Manager, Pepe Chisenga, has recently announced her intention to register SBS as a Community Interest Company.

The aim of the project has been to increase the skills and capacity of local communities in Portsmouth, through social enterprise businesses. During the last two years, this free and comprehensive service has offered market research, business planning, financial planning and publicity workshops, as well as training and advice on business growth and the private sector.*

For further information, please contact:
pepe.chisenga@socialbusiness-solutions.org.uk or
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*Source: The News, page 40, 27 April 2007

National and Regional News

Social Enterprise Business Support

The Office of the Third Sector (OTS), Cabinet Office has invited Regional Development Agencies (RDAs) to submit proposals for using additional funding to boost Business Link capacity to broker support for social enterprises consistent with the cross-Government business support simplification programme.

This follows a commitment in the Social Enterprise Action Plan stipulating that, from an initial pilot level of at least £0.5 million in 2007/08, the funding will rise to £1.8 million per year from April 2008 to March 2011, subject to the outcome of the Comprehensive Spending Review.

RDAs will work with the social enterprise sector in their region and the approved Business Link, to develop proposals on how they will address the issues, with time-scales and deliverables and how they will measure and report impact. This process will enable them to identify issues in the region and address what still needs to be done.*

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CabinetOffice
Office of the **Third Sector**

*Source: Social Enterprise Business Support for
Regional Development Agencies -
2 www.cabinetoffice.gov.uk/third_sector/documents/

South East Social Enterprise Development - Dave Ahlquist and Jason Mollring

Dave Ahlquist and Jason Mollring are now six months into their two year mission to work with partners across the sector and move the Social Enterprise Enabling Framework forwards into its next phase. Jason continues to work with County/sub-regional networks to support their plans. Dave continues to build links with regional and national strategy.

A main focus of the work has been to develop plans for an umbrella body for social enterprise across the region. Dave said: "All partners recognised the need for one body to co-ordinate activity and provide 'one voice' – we were determined to do this in a way that would make maximum use of the expertise already in the region."

Partnership Aims:

- To provide a flexible, dynamic and sustainable infrastructure which will most effectively enable the growth of social enterprise impact in the South East.
- To do this in a way which maximises existing resources and minimises added organisational 'architecture'.

Key Features:

- A 'one voice' body, to link most effectively to 'region and up' infrastructure and to clearly communicate the regional social enterprise message.
- Bring together the two existing groups: the Regional Social Enterprise Steering Group (RSESG) and the South East Social Enterprise Network (SESEN).*
- A constituted body to enable partners to respond to regional opportunities and to develop products and services in support of its aims.
- A flat structure – focused on delivery by partners.
- Driving forward regional programmes around quality and consistency, communication and referral.
- A finance model built on partners' investment and benefit.

Dave and Jason are also helping out with the Cultural Shift programme in its final phase. They will be taking a key role in organising the final conference and in supporting the social enterprise development sector groups. In particular there are two pieces of research, concerning health and regeneration, still to be delivered. Colleagues with an interest on how social enterprise can add value in these areas are encouraged to get in touch.

The team can be contacted at:
daveahlquist@unltd.org.uk and
jasonmollring@unltd.org.uk or on 020 7566 1131/9

*For the latest news and discussion on Social Enterprise in the South East visit the blog: <http://www.sesen.blogspot.com/> 3

South East Cultural Observatory - Louise Etheridge

Many cultural organisations do not see themselves as social enterprises, yet they provide the social and economic benefits that contribute to the well-being of communities. Increasingly, cultural social enterprise is being recognised for its importance in regional development plans. And right now, the political scene is encouraging the voluntary sector to become a strong contender in public sector procurement. Thus the current opportunities for cultural social enterprise to make a big impact in the life of the region through delivering local government objectives is huge.

The South East Cultural Observatory (SECO) is working with the Cultural Shift project to provide information that helps cultural social enterprise in taking up opportunities to support local authorities. SECO is a project led by Culture South East and supported by the South East England Development Agency (SEEDA), the Arts Council England, South East, MLA South East and Sport England.

SECO's overriding aim is to maximise the impact of cultural activity in the South East and one of the ways it seeks to do this is to articulate how cultural activity positively impacts on health, learning and skills, regeneration, social inclusion and economic development. SECO recognises that cultural social enterprise is a theme that hits all of these issues. Right now, the political and social climate is encouraging for cultural social enterprise to become a mainstream delivery agent for local government and we are seeking to encourage this. SECO are developing information on www.seco.org.uk which:

1. Persuades stakeholders, including local government, that cultural social enterprise is a sustainable business model and encourages take-up.
2. Directs potential entrepreneurs towards cultural social enterprise, especially those already working within the voluntary and community sector.
3. Stabilises and expands existing cultural social enterprise.
4. Raises awareness of how London 2012 can impact cultural social enterprise and vice-versa.

SECO has just started to collate this information on http://www.seco.org.uk/social_enterprise.html - and will be developing the section over the next few months.

For more information, please contact:
louiseetheridge@seeda.co.uk or 07813 160623



5-A-Day Multi-Cultural Café Receives A Cash Boost - Den Barry

A multi-cultural, healthy eating café at the Portsmouth Friendship Centre in Hampshire, has just received a cash boost in recognition of its achievements over the last six months.

The multi-cultural café was established at the Friendship Centre as a result of the Centre running a healthy eating project, funded by the local Primary Care Trust (PCT) 5-A-Day Team. The initial project was aimed at the promotion of healthy eating to the local Black and Minority Ethnic population. Participants of the project wanted to further develop the skills they learned whilst attending the course and the PCT offered Big Lottery funding to kick-start the café as a community initiative in November 2006.

The café runs as a social enterprise and is staffed by volunteers from the Black and Minority Ethnic community. The Friendship Centre has provided training such as food hygiene qualifications to the volunteer team to enable the café to develop and flourish. The result is an exciting multi-cultural menu of hot and healthy meals at great value prices which are being used to promote reductions in salt, sugar and saturated fats as well as to promote the consumption of fresh fruit and vegetables.

In recognition of these achievements and to further develop the training element the café provides the community, the Global Grants Programme has provided a further £10,000 to the Friendship Centre which will enable the café to further establish itself and to expand its provision to include a catering service for events around the City of Portsmouth. The aim being to become self sustaining by the end of 2007.

**For further details, please contact:
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Tel: 023 9229 7177
Email: dbarry@hermitage-housing.co.uk**



Pictured above: The multi-cultural café based at Portsmouth Friendship Centre

Events

DTA Conference - 16 & 18 September 2007

Following on from the success of the 2006 Development Trusts Association (DTA) Conference, which was the largest ever conference for the community sector in the UK, with 500 delegates attending, SEEDA is pleased to announce that it will be sponsoring this year's Conference entitled "Confident Communities". The Conference is being held at Oxford Town Hall and further details are available on the DTA Website:

<http://www.dta.org.uk/whatsnew/events/>

**Alternatively, please contact Farah Hidil:
Email: f.hidil@dta.org.uk or Tel: 0845 458 8336**



the community-based regeneration network

Research Team Update

Dissemination Begins

The Skoll Centre Research Team for the Cultural Shift project has been hard at work collating the information and interviews from the research, giving them an opportunity to review the material and test some of their ideas with different audiences. Just as Alex Johns was exploring the idea of the 'extrapreneur' in Issue 2 of this newsletter in September, so too has the Research Team been making presentations and doing workshops. A workshop was held at the international Skoll World Forum in March, which was attended by many government representatives from around the world, as well as representatives of the Office for the Third Sector. This workshop explored some of the issues that come out of working in partnership with the public sector - especially in adopting the working practices of the public sector rather than those needed by the social enterprise. The workshop found that, in actual fact, social enterprises are quite good at resisting such pressure, but this might be seen as a 'failure' on the part of some partners.

In addition, the Skoll Team has discussed the application of State Aid rules to social enterprise with the Department for Trade and Industry. The issue of State Aid is important as there is very little guidance for social enterprises compared to guidance for the voluntary sector. The discussions involved considering the additional market burdens that the social enterprise incurs by achieving their social objectives and how state aid might legitimately be used to support them in achieving the social aims.

Contact Details

The discussions also considered guidance on the funding of Services of General Economic Interest, which may be a route for some social enterprises. This was taken forward with a workshop at the National Community Development Finance Association (cdfa) 'Money For Change 2007' conference in Ashford, Kent on 21 June 2007.

In addition to having a paper accepted with the International Journal of Entrepreneurial Behaviour and Research, the Skoll Team will also be making a contribution to the Social Enterprise Research Conference at London South Bank University, as well as contributing again to the growing 'Critical Reflections on Social Enterprise' Conference run by Manchester Metropolitan University, demonstrating a strong commitment to independent and rigorous academic research.

The Skoll Team will continue analysing its data over the summer whilst writing up the outcomes. This will be done in partnership with colleagues in Italy and Poland, who have collaborated to develop a common research approach. This work contributed to the Social Enterprise Coalition National Development Partnership Networking Meeting on 15 June 2007, where lessons learned were shared with other EQUAL projects around the UK. This meeting also considered the other big issues that the Skoll Team has been exploring, especially the double constraints of working with hard-to-reach communities in weak markets. The Skoll Team talked about the different cultural values and expectations that create barriers to success in public/social partnerships.

For further information, please contact:
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Pictured above:
Tim Curtis, Senior Research Fellow, Skoll Centre for Social Entrepreneurship



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