



# Social Enterprise Skills for Inclusion

A SKEIN Pilot Research Report

**A development project exploring the skills required for  
economically viable social enterprises**

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## Merton and Kingston Learning Hubs

### **1. Background**

The Skills for Economic Inclusion Network (SKEIN) Project is a pan-London capacity-building project funded by the Learning and Skills Council and European Social Fund (ESF). The Network targets the smallest community organisations from across London contributing to the capital's skills and employment agenda. SKEIN has set up a number of research and development pilot projects to focus on some aspects of the skills required for economic inclusion.

The Regeneration Partnerships Team of the London Borough of Merton was successful in bidding to undertake a pilot research and development project exploring the skills required for economically viable social enterprises. This pilot is in partnership with the Royal Borough of Kingston upon Thames as part of a local authority learning hub.

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### **2. Partners**

This is a report of the research and development project on social enterprises undertaken in the period between May and November 2006. Contributions to this pilot have been made by a number of partners and organisations, to whom we are most grateful:

- The Thriving Merton project for funding a social enterprise mapping study
- Merton Chamber of Commerce who undertook the mapping project
- Social Enterprise London for conducting initial interviews and giving business support to identified social enterprises
- The Merton Regeneration Partnerships Team and Merton Voluntary Service Council who set the original agenda and held workshops
- Our colleagues from the Royal Borough of Kingston-upon-Thames, with whom we have shared learning and experiences.
- Merton social enterprises, existing as well as aspiring, for their ongoing commitment to participate, work and share skills as well as experiences.

This report is written from the dual perspective of a practitioner and researcher, providing insights from the field as well as a degree of objective analysis derived from academic literature, local authority reports and qualitative interviews.

### **3. Pilot Aims**

The aims of the pilot project are:

3.1 Internally, to foster an understanding of social enterprise among council officers.

3.2 To identify potential changes in council policy and procedures that will facilitate the creation and development of social enterprises.

3.3 Enable an increase in the skills capacity of social entrepreneurs in the borough in order to ensure the creation and survival of social enterprises as viable businesses contributing to the local economy.

### **4. Definitions**

There are a range of descriptions used in the social enterprise sector, but the main definitions used in this report are explained below.

#### **4.1 Social Entrepreneur**

Social Entrepreneurs identify unmet social need and generate enterprising solutions. They aim to build social capital and social profit to improve the quality of life in some of the most difficult and excluded communities, and reach the parts other policy initiatives do not touch. (Community Action Network, 2006).

#### **4.2 Social enterprise**

Social enterprises are organisations that trade in the market in order to fulfil social and/or environmental aims (the double or triple bottom-line). Although they may receive grant funding from various sources, they typically receive 25% or more of their income from trading activities. Their profits or surpluses are re-invested in the business for social benefit rather than distributed to business owners or shareholders. Social enterprises bring people and communities together and provide opportunities for economic and social development. (Social Economy Taskforce, 2004). Social enterprises may be large, such as the Co-op group and some housing associations, or small, such as community cafes or shops.

4.2.1 Social enterprises play a vital part in the local and national economies by delivering appropriate and relevant services, sometimes in innovative ways. They increase the levels of enterprise by attracting new people to business (Office of the Third Sector, 2006). Research shows that the level of social entrepreneurship nationally is higher than that of mainstream enterprise (London Business School, 2005).

4.2.2 Social enterprises may take different legal forms, such as companies limited by guarantee, industrial and provident societies, limited liability partnerships, and others. Ownership may also be joint and several, as in co-operatives. In 2005 a new legal form, the community interest company, was introduced to take account of the peculiar nature of social enterprises.

#### 5. Community Interest company

A community interest company can be limited by shares or guarantee, or be a public limited company (plc). The main additional features are its cap on distributing profits to shareholders, and restriction on asset distribution to members or shareholders – the “asset lock”. This is intended to be a transparent and secure way of ensuring assets are used for community benefit (DTI, 2005). Charities may establish CICs as subsidiaries, but not operate directly as both a CIC and a charity. CICs have their own Regulator who can monitor activities and enforce the rules relating to CICs.

#### 6. Social firm

A social firm is a business set up primarily to create employment for specific groups of people, such as disabled people.

### **7. Research Objectives**

The desire to achieve financial sustainability has been expressed in various meetings and workshops by local social enterprises as well as council officers and other funders of the sector. As this desire is relevant to the pilot aims, it was considered a useful point around which to frame the research. The main questions that have guided the research therefore include:

Under what conditions do social enterprises need to be financially sustainable?

What key skills or capabilities do social enterprises need to help them survive and grow?

How can the skills and capabilities available within social enterprises be used to help the sector to become financially sustainable?

Finally, are there any actions that can be taken by stakeholders such as local authorities, to develop skills in the sector in order to promote growth?

In order to answer these questions, a review of the literature as well as local authority policies and activities in relation to social enterprise was undertaken. This was focused mainly on London authorities due mainly to the location of Merton.

## **8. Literature Review**

Academic writing about modern social entrepreneurship skills is relatively limited, compared to mainstream business or charities. Nicholls (2006) suggests that social enterprises operate within the framework of accountability, effectiveness and impact. Of these three concepts, the most relevant to this study is effectiveness, which is the capacity and resources to carry out the enterprise's mission. Impact, as an indication or measurement of effectiveness, is important, not just for social enterprises, but also to stakeholders such as local authorities, with strategic and legal powers that enable them to be funders, procurers and partners. In order to be effective and achieve measurable impact, social enterprises need to use and/or develop their human resources and skills in order to function and grow in the marketplace.

8.1 Todres et al, (2006) have argued that it is more useful to consider and develop social enterprise capabilities rather than skills and capacity building. The fact that social enterprises need to combine commercial objectives with social mission as well as internal governance, means that a "capabilities approach" is more comprehensive. This is a useful way of recognising factors additional to individual skills that inter-play to determine the effectiveness and impact of a specific enterprise. It also moves away from limited considerations of a key person or group within the organisation, and their specific skills, towards a more holistic view of what the organisation is capable of doing, irrespective of the location of particular skills.

8.2 Developing the required skills are important, but it is the development of the overall capability within the framework social enterprises operate in that seems to be critical to ensure their survival and growth in a market-driven economy. Some of the main gaps in capabilities identified in the literature include: confidence, business skills: marketing, management, decision-making (Lyon and Ramsden, 2006); finance, investment, contracts for revenue-generation, and human resources (Dees, 2001). Dees stresses the need to define the capabilities required for success, and this is an important practical consideration for aspiring local social enterprises.

## **9. Local Authorities' Actions**

Local authorities bear much of the cost of social and financial exclusion through the exercise of their legal powers to house, educate, transport, plan and develop, dispose waste, and care for local children, youth, adults and businesses. When there is market or public service failure, for whatever reason, leading to situations such as homelessness, poor or no education, worklessness, incapacity, low income and exclusion, the end results *always* affects the budgets of local authorities.

9.1 This happens through spend on "safer communities", graffiti-removal, remedial work in education, housing, the physical and social environment, and in other areas that may not be immediately obvious. It is no accident that the DTI survey finds that over 50% of social enterprises are located in the 40% most deprived areas and "play a role in urban regeneration" (DTI, 2005). These enterprises need to be created and enabled to survive and grow in

order to maintain this role in regeneration, and that means assisting them where required, to achieve economic viability. What prevents local authorities from implementing social enterprise strategies that could help reduce costs and ultimately bring considerable benefits?

9.2 A survey conducted by the Local Government Association (LGA, 2001) found that the majority of local authorities do not have a specific social enterprise strategy, but some had a person with specific responsibility for social enterprise. Some feel this scenario may need to change if local authorities are to derive the potential benefits that can be offered by social enterprises:

*“Building capacity for societal change...requires deliberate strategies to foster the development of social enterprise and the entrepreneurs who drive them.”* (Simons, 2000).

In this regard local authorities could use social enterprise strategically (alongside other “tools”) to help address issues relating to the local economy, youth education and the well-being of residents and businesses. This would add more depth to their roles as service providers and strategic partners, and conceivably reduce social and financial exclusion, whose negative effects impinge on local authority budgets in the long term.

9.3 Others (Khan, 2006) have found that social enterprises have emerged and developed even without specific strategies in place to encourage their creation. Although a formal strategy may be useful in terms of having a reference point for action and development, the process of developing and agreeing one in local authorities can take a long time, go through numerous revisions, only to end up as a pale reflection that is of little use in terms of achieving real action for change. Therefore, depending on the culture of a particular authority, it may or may not be useful to pursue a specific social enterprise strategy. Under some circumstances it may be more fruitful to “just get on with it” and assist the creation and development of social enterprises whenever possible, rather than to try and pursue a formal corporate strategy.

9.4 The main barriers to social enterprise work cited by local authorities in the LGA survey were: the lack of funding, political support and awareness of opportunities. Todres et al have outlined some of the external factors that affect capability building. These include: changes in the funding environment, creating uncertain revenue streams, social needs, know-how and weak business skills. They suggest that capability building will enable the building of community capacity and social capital, and find that social enterprises prefer action learning and critical reflection.

From a practitioner’s perspective there are additional factors that affect the capability needed to achieve financial sustainability. These include:

- increase in costs associated with rent, salaries, and other overheads
- demands for better quality control in service provision, standards, and accreditation are made, for which funding may not be available
- competition from the private sector, public services and other social enterprises affects income generation

- there is increased need in the communities served due to policy changes from central or local government
- business opportunities created or available through changes in public sector policies or procedures, or gaps in the market
- funders' demands for quantifiable outputs cannot be easily met due to the nature of services provided
- skills mis-match between the organisation and the work being undertaken, e.g. social workers operating a bakery
- the founder or entrepreneur who identified the need and set up the organisation and/or initial systems is not necessarily equipped to
- continue its operation, due to lack of relevant skills, capability or time – the so-called “founders syndrome” that can stifle or stunt the growth of an enterprise
- poor or weak governance affects accountability and legitimacy of projects
- business information needed to enable informed judgements are unavailable, costly or inappropriate

Any or all of the above conditions can affect the viability of social enterprises, for which some appropriate assistance may be needed.

9.5 The LGA survey found that local authorities assist social enterprises in a variety of ways: assistance with external funding applications, business planning, promotion and marketing, staff training, and assistance with council premises. Other local authority initiatives identified in various reports and media are outlined below:

**Table 1: London Local Authority Practice in Social Enterprise**

<p><b>Bexley</b> Mainly gives ideas for setting up social enterprises, such as homework clubs and support networks for parents.</p> <p><b>Camden</b> 13% of annual budget of £312m spent on goods and services is allocated to social enterprise procurement. The council has supported 6 social enterprises since 2005/6. Given an LDA grant of £40,000 towards social enterprise support. Some of the social enterprises supported include Ecochip (IT recycling), Target Care (Home care), Nail-Cutting Service operated by the local Age Concern, and Raw Creatives, media agency for young people.</p> <p><b>Croydon</b> Devised a social enterprise strategy since 2000 aiming to:</p> <ol style="list-style-type: none"> <li>1. Set up at least 5 new social enterprises per annum</li> <li>2. Build on Credit Union membership</li> <li>3. Develop social enterprise network to share best practice</li> <li>4. Loan fund for social enterprises</li> <li>5. “Buddying” scheme</li> <li>6. Publish a guide to funding</li> <li>7. Set up a ‘LETS’ scheme</li> <li>8. Develop a recognised qualification for managers of social enterprises</li> </ol>
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9. Develop an award to recognised social enterprise quality standards and excellent performance.

### **Ealing**

Written a "Guide to Sustainable Funding: Trading and Social Enterprises".

### **Greenwich**

Greenwich Leisure (GLL): one of the largest social enterprises in the UK, currently operating leisure facilities for a number of local authorities.

Timeline Credit Union

Business support service

Asian Chamber of Commerce

In Touch Business Forum

Asian Merchants Association

### **Havering**

Part of the East London Social Enterprise (ELSE) consortium. Provides procurement opportunities to social enterprises, gives them support and tips for supplying the council, provides job brokerage and business start up information, introduced Purchasing Cards to eliminate the need for invoices.

### **Hounslow**

Has a Consultants Register for business support in order to promote capacity building to the voluntary sector and social firms, as well as individuals setting up social enterprises.

### **Lambeth**

Business support with links to relevant sites.

### **Lewisham**

Women in Business Forum

### **Merton**

Merton Loan Fund

Artists Incubator

Social Enterprise Mapping

Incubators being developed for affordable workspace

Recycling: furniture, computers

LETS Scheme

Credit Union being developed

Consultancy support for some social enterprises

Social Enterprise Network/Forum being developed

GLL - operated leisure centres

### **Newham**

The UK's first "Social Enterprise Zone" set up in Forest Gate and Plaistow to support unemployed people and local job centres; assistance to move from informal to the formal economy, assistance to people on incapacity benefit to take up volunteering and therapeutic opportunities.

**Richmond**

Supports social firms such as Power Employment which assists people with training difficulties, and Twinning Enterprise, a mental health employment service

**Southwark**

Has an enterprise strategy aiming to build an entrepreneurial culture and adopt an inclusive approach.

**Wandsworth**

Mainly supports Sound Minds, an emerging social enterprise for people with severe long term mental health problems.

Seagull Print

**Westminster**

Adopted a strategy for social enterprises.

Although the Table 1 demonstrates varying degrees of commitment to the social enterprise concept, it is clear that the idea is beginning to take hold in many local authorities, and that gradually the barriers to the development of the sector will come down, especially with the support of central government and the creation of the Office of the Third Sector.

9.6 Social Enterprise London (SEL) identifies opportunities for developing social enterprise in various areas:

- financial sustainability and other areas of economic activity, including the creation of jobs for people on the margins of the labour market, such as the long-term unemployed
- the development of local suppliers, the engagement of local people in the delivery of local authority services
- filling in gaps where there is market failure (SEL,2006)

**10. Conclusion**

Social enterprise capacity building is rooted in empowerment and community building (Todres et al, 2006), concepts that are in turn used in regeneration and economic development policies of local authorities, and which should therefore have a close fit with local authority priorities, given some political will and officer commitment.

Although skills and capacity building is an important aspect of social enterprise development, it is considered more useful and comprehensive to think in terms of social enterprise capabilities that enable the sector to achieve its objectives, creating social value and capital.

The literature, as well as local authority experiences in social enterprise, indicate that the conditions under which social enterprises need to be financially sustainable are varied. This includes changes in their funding

environment, the presence or identification of business opportunities, especially in relation to local authority service provision, and to meet the enterprise's own social aims.

## **11. Methodology**

It is estimated that there are approximately 55,000 social enterprises in the UK, of which nearly 15,000 are in London. In order to obtain a better understanding of the number and types of social enterprises at local level in Merton, it was agreed in early 2006 that a mapping exercise would be undertaken to facilitate this. Further work could then be done in terms of gaining an understanding of their business support requirements, skills capacity, and development needs. Information about skills were collected on a self-audit basis, with informants asked to state the skills they or others have, together with the skills they felt were needed.

- 11.1 An initial mapping exercise was undertaken by the local mainstream business support agency – the Chamber of Commerce – between April and June 2006. Results are attached as Appendix 1.
- 11.2 Initial structured interviews to were conducted with 5 of the identified groups by a consultant from Social Enterprise London. The format was designed by Merton council mainly to establish basic facts about their organisations, to identify their business support needs, and assist them with some consultancy advice from Social Enterprise London. A copy of the format is attached as Appendix 2.
- 11.3 A series of workshops were organised for local social enterprises, covering issues ranging from business start up to better bid writing and finance, and the idea was promoted within Merton council through its internal communications systems.
- 11.4 An initial network meeting, convened at very short notice due to time constraints, also served as a focus group for this study, to discuss social enterprise skills, emerging business opportunities, and practical support among social enterprises. It was attended by 6 organisations, 5 of whom completed quantitative questionnaires relating to social enterprise skills. 2 Officers associated with grant funding also completed a short quantitative questionnaire.
- 11.5 As the numbers of organisations involved in this study are quite low, a qualitative methodology has been adopted to give depth to the data collected from various sources. Although generalisations cannot be made about the applicability of the findings to all social enterprises, many of the issues raised are broadly in line with the findings of Todres et al (2006), and with Lyon and Ramsden(2006).

## **12. Results**

### **12.1 Mapping Exercise**

The mapping exercise yielded little information, making it difficult to get a precise idea of the size and nature of the sector locally (See Appendix 1). However, council officers were able to identify a number of organisations, and arrange for business support to be given to some of those identified. A recent brief analysis of the local voluntary sector directory, based on descriptions provided by the listed organisations of their activities, suggests there may be approximately 42 potential or existing social enterprises in Merton, at least 2 of whom are social firms. 16 of these organisations were telephoned for confirmation of their status. 15 confirmed that they were either social enterprises, or were considering becoming one, and would be interested in a local network. Further research is needed to establish the precise details of these organisations, but an initial listing of the organisations selected for further contact is given as Appendix 3.

### **12.2 Structured interviews**

The needs identified through these interviews were used to develop ideas for workshops that were subsequently run for social enterprises. The needs expressed were mainly finance, premises or skills related, and included the identification of new income streams, larger premises or more security in the tenure of premises. These issues are perhaps unsurprising, given the current reduction in grant funding from local authorities, and the pressure being exerted to convert business premises into residential use in order to satisfy housing targets. The skills needs identified at this stage mainly related to business planning, with all organisations either in the process of writing a business plan, or reviewing one.

### **12.3 Workshops**

The main outcomes of the local workshops held, attended by 23 social entrepreneurs, included the need, expressed by participants, for a social enterprise network or forum to enable the sharing of ideas, information and experiences, and action learning. Resource constraints have meant the emergence of a self-sustaining network facilitated by council officers. Interest in the emerging work and network has been expressed by a further 10 organisations and a few council officers to develop future activities and action learning. These findings roughly reflect the Merton experience, which could also benefit from the Communities of Practice approach suggested by Todres et al. This approach involves the bringing together of individuals from different organisations to discuss common problems and identify potential solutions, generating local synergies.

### **12.4 Questionnaires**

The framework within which social enterprises operate means they have to be capable of performing at different levels in relation to accountability, effectiveness and impact. Their capabilities relating to this framework therefore have to cover their community, business or management, and

impact assessment skills. Skills were specified further under each of the three broad categories. Informants, all of whom were senior employees of their organisations, were asked to indicate who in their organisations possessed these skills, or whether it was a skill they felt was needed. They were asked to tick all that applied in each case. Results have been aggregated in Table 2.

**Table 2: Aggregate Results - Skills (Multiple choices allowed)**

<b>SKILLS</b>	<b>Who Has Them</b>				
	<b>Staff</b>	<b>Volunteers</b>	<b>Board/ Trustees</b>	<b>We need this skill</b>	<b>Don't Know</b>
<b>Community:</b>					
Governance	x	xxx	xxxx	xx	
Identifying needs	xxxx	xx	x	x	Clients
Fundraising	xxx	xx	xx	xx	
Assessing impact/value of work done			x	xxxx	
<b>Management/Business:</b>					
Identifying opportunities	xxxx	xx	x	xx	
Planning	xxxx	x	xxx	xx	
Operations	xxx	x	xx	xx	
Marketing	xxx	x	xx	xxx	
Personnel/Human Resources	xxx	x	xx	xx	
Finance	xxx		x	xxx	
Book-keeping	xx			xx	
Legal	x		x	xxx	
Standards/ Quality	xxx	xx	x	xx	
Innovation	xxxx	x	x	x	
Premises/Asset development	xx		xxx	xxxx	
Information Technology	xxx	xx		xxx	
<b>Environment:</b>					
Assessing Impact	xx			xx	
Energy	x			xx	x

12.4.2 It is interesting to note that the Board/Trustees were mainly attributed with governance skills, whilst need identification, planning and innovation were the seen to be the remit of staff. Impact assessment and premises

issues remain high on the list of skills needed, whilst marketing, finance, legal and technology remain important.

12.4.3 The skills needed most over the next six months were listed (not in order of importance) as:

Marketing  
Fundraising  
Accounting/Auditing  
Legal  
Business development  
Monitoring and Evaluation (measuring quality)

12.4.4 Specialist skills, such as legal, were paid for by half of respondents, if not available within their organisations. Others pursued free sources such as the Merton Voluntary Service Council, Social Enterprise London, Community Recycling Network, Development Trusts Association and other networks.

12.4.5 All respondents except one were willing to share skills with other organisations. These skills ranged from “Printing, good practice, database”, to “governance, assessing impact” and identifying opportunities.

All respondents except one were willing to be listed in a Skills Register which could be accessed by other social enterprises or procurers wishing to buy or trade in those skills.

### **13. Respondent Funders’ views**

The main skills or capabilities needed by local social enterprises to make them more financially sustainable were given by the funders interviewed as:

1. Ability to identify spread of funders
2. Ability to generate own income
3. ‘Business like’ or commercial attitude as opposed to dependent
4. Planning
5. Market Research
6. Innovation – not relying on traditional charity funding and grants and improving partnership work to seek the funding that is available.

13.2 Funders felt that some skills and capabilities could be shared among social enterprises to the benefit of all. These skills are:

Information/knowledge  
Finance  
Legal  
Marketing

13.3 There are skills that funders would like to see demonstrated by social enterprises seeking to secure funding.

The **critical** skills are:

Governance, Identifying needs, Assessing impact or value of work done, Finance

Essential skills are:

Planning, Operations, Standards, Identifying opportunities/market research, Partnership working, and Involving beneficiaries/clients.

The funders thought that a Time bank/LETS system would be the most likely skill sharing system to work, followed by a local “trading floor” or physical space for trading goods and services – a sort of social enterprise ‘exchange and mart’.

### **Conclusion**

It is evident from initial contacts and preliminary mapping work that there are more social enterprises in Merton than originally envisaged. Although further work needs to be undertaken in this area, it is clear that these organisations are active and enterprising. They have also indicated their willingness to learn from, share skills and give peer support among their network.

Social enterprises need to survive in the current atmosphere of increased competition, increasing client needs and reduction in funding. In order to remain sustainable, they need to sharpen their business skills whilst remaining in touch with their original mission, and accountable to their stakeholders. This is not an easy balancing act, and requires a range of resources and skills across each organisation, as well as an enabling environment to be provided by partners such as the local authority.

Although skills are needed in certain areas, such as Governance and marketing, there are also skills available across organisations, and these skills can be shared. Many social entrepreneurs are willing to share their skills and capabilities, and are prepared to allow and facilitate access to their sites to enable shared learning and best practice demonstrations. Some have already offered accommodation, discounted services and personal skills to others in the local network. This ought to be encouraged, not just for the sector, but as a positive contribution to the local economy.

### **Recommendations**

1. A simple strategy for social enterprise, whether formal or informal, even at departmental level, would be useful in Merton. Member as well as officer support is essential for the creation of an enabling local environment for social enterprise. This includes work on procurement, asset transfer and land use planning for the protection of and provision of use class D1 community spaces.
2. Social Ent. Network to be set up - rotating chair and facilitation by council officers.
3. Workshops: Governance, Marketing, Fundraising, Accounting, Finance, Impact assessment, Procurement.

4. Set up LETS system for skills exchange, use skills registration as basis.
5. Set up a trading floor – once monthly: goods and services- own currency?
6. Co-ordinate a program of site visits with case studies to enhance action learning.

## Case Examples

### Seagull Print

Seagull is a social firm that trains and employs people recovering from mental health problems. Their mission is to provide good quality employment within a sustainable print services business. The print works, which employ 5 full time, 1 part-time staff and 3 volunteers, are located in Earlsfield, with clients and volunteers drawn from Merton, Wandsworth and Sutton. Turnover is approximately £200k - £250k.

Advice and support needs are met through Merton and Wandsworth Voluntary Service Councils.

**Self-Assessment of skills:** all areas covered except Impact assessment, Legal, Premises development.

**Willing to share:** print work, good practice, database design. Some skills will be chargeable.

### South London Somali Community Association

Charitable organisation operating a community café in Mitcham. Currently employs 3 full time and 7 part-time staff. Turnover is approximately £25k.

**Self-Assessment of skills:** most areas needed except operations, human resources, and premises development.

### **Positive Network**

Social Enterprise assisting the elderly and youth of mainly African-Caribbean origin.

Turnover approximately £30k. Currently seeking premises accommodation.

**Self-Assessment of skills:** strong in some areas, others needed, such as impact assessment.

**Willing to share:** opportunities identification

### **IT Phoenix**

IT-based social enterprise located in Colliers Wood. Work with Merton Adult Education and other local partners.

Turnover approximately £

**Skills:** Wide range of high-level formal qualifications.

Freda Owusu, November 2006

## Appendix 1

Organisation	Contacted	Result
London Southwest Chinese Community Association	Yes	No reply
La Sporta Community Centre	Yes	Social enterprise
Medical Engineering Resource Unit	Yes	Social enterprise
Merton African Evangelical Group	Yes	No reply
Merton Community Dance	Yes	No reply
Merton Community Transport	Yes	Interested in social enterprise model
Merton Music Foundation	Yes	No reply
Merton Oasis	Yes	Social enterprise
BMETV	Yes	No reply
Children's Discovery Centre	Yes	Charity
Colliers Wood Community Association	Yes	No reply
Deen City Farm	Yes	Social enterprise
Ground work Merton	Yes	Not sure
Jigsaw 4 U	Yes	Interested in model
Kick-start Motor Cycle Project	Yes	No reply
IT Phoenix	Yes	Social Enterprise
Merton Somali Community	Yes	Social enterprise
Unity Network	Yes	No reply
Morden Probus Club	Yes	No reply
North East Mitcham Community Centre	Yes	Interested in model
Playcare Merton	Yes	No reply
Polka Theatre	Yes	Social enterprise
Seagull Print	Yes	Social firm
Commonside Trust	Yes	Social enterprise: Development Trust
Tamil Welfare Group	Yes	Social enterprise
South Wimbledon Community Association	Yes	No reply

<b>Organisation</b>	<b>Contacted</b>	<b>Result</b>
The Vine Project	Yes	Social enterprise
St Helier District Association	Yes	Charity
St Marks Family Centre	Yes	Interested in model
Super Highways Partnership	Yes	Potential interest in model
Wandle Lets	No	Social enterprise
Positive Network	Yes	Social enterprise
YMCA Wimbledon	No	Social enterprise
GLL Wimbledon	No	Social enterprise
Lavender Sure Start	No	
All Saints Centre	Yes	social enterprise
ACIA	Yes	Interested in setting up a social enterprise