

# se

## magazine

SOCIAL PURPOSE | BUSINESS SENSE



Ministry of  
**JUSTICE**

National Offender  
Management Service

# NEW YEAR NEW START

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UNLOCKING OPPORTUNITY  
FOR EX-OFFENDERS 16

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# Housing associations lead the way

**A**t last year's National Housing Federation conference Chief Executive David Orr, said: "Housing associations invest around £0.5 billion p.a. to support communities economically, socially and environmentally, providing jobs, training, neighbourhood facilities and green initiatives. But we need to build on this, confidently asserting our ability to be effective civic institutions at the local level."

At Social Enterprise West Midlands (SEWM) we have worked hard with our partners, on both a local and national basis, to take this vision and apply it in a practical and valuable way for housing associations, their employees, tenants and local social enterprise businesses.

We are delighted that WM Housing, Trident Housing Association and

Adullam Homes have shown their support for this national agenda, and of our role in the social enterprise sector regionally, by becoming Founder members of SEWM CIC. We are also very pleased to be working with Whitefriars, Vestia, Midland Heart, Worcester Community Housing and Family Housing on a range of potential initiatives.

SEWM has direct contact with over 55 chief executives or senior leaders of housing associations across the Midlands and beyond and we produce regular briefing notes to inform, update and share best practice. This information is further supplemented by our involvement as the host of NHF West Midlands' Social Enterprise Practitioners Forum.

Dr Chris Handy, Accord Group CEO, said: "The Midlands is home to some of the country's most innovative and longstanding pioneers of social investment approaches. What's needed now is for housing associations across the country to demonstrate more energetically their contribution to sustaining communities and to develop a concerted effort to replicate the best of this work in every neighbourhood in England."

We whole-heartedly agree and will look to champion the possibilities by expanding our work nationally, with the support and partnership of SEUK and the National Housing Federation. **se**

## MAKING CONTACT

Melanie Mills, SEWM CIC |  
m.mills@socialenterprisewm.org.uk | 0845 450 7515

## Welcome to Adullam Homes

FOUNDER MEMBER

**SEWM CIC welcomes Adullam Homes Housing Association as its latest Founder Member. We are proud to have the support of our Founder Members, who are helping us grow the social enterprise sector in the West Midlands by working in partnership with us to 'do business differently'.**

Founder Membership is available until 31 March 2012 and brings a host of special benefits.

### Adullam Homes Housing Association Limited

*Restoring hope and dignity through quality housing and support*

As a supported housing association Adullam works with some of the most vulnerable and excluded people in society today. In addition to our housing stock we have a number of initiatives to help people move from a history of chaotic lifestyles to a more positive way of life, these include:

- **Matt25** – our award winning social enterprise, which acts as an employment agency offering excluded people training and real work experience. Matt25 has already found many people full-time employment.

- **The Friends of Adullam** – which comprises businesses, charities, individuals and religious organisations, who support the residents and the work of Adullam.
- **Beech House** – a residential training, business and innovation centre where Adullam residents can get involved in running their own social enterprises or gain training and experience in a number of disciplines.
- **Peer Mentoring Scheme** – offering training for service users to mentor other service users in any way they may need help, support or advice.
- **Bond Scheme** – offering service users the financial support to gain a foothold in the private rented sector.
- **Landlord Accreditation** – supporting private landlords to meet our high standards and benefit from long term supported tenants. **se**



## MAKING CONTACT

Adullam Homes Housing Association |  
www.adullam.org.uk | info@adullam.org.uk |  
0121 500 2828

## TENDER OPPORTUNITY AT MIDLAND HEART

**SEWM CIC is sharing its sector expertise, networking and consultancy skills to support the letting of Midland Heart's Environmental Services contract.**

The housing association is keen to attract a good mix of businesses to tender, including social enterprises, and is committed to ensuring that all are equally aware of the opportunity and have access to the OJEU process, which is due to commence in February 2012.

A co-hosted 'Meet the Buyer' Open Day has already taken place, which attracted interested organisations wanting to find out more about the forthcoming tender from Midland Heart's estate and procurement team.

Upkar Jheeta, Senior Service Improvement Manager at Midland Heart, said: "The 'Meet the Buyer event' was a great success, attracting businesses from a whole range of areas and backgrounds. Working with SEWM has proved to be an excellent way to encourage interest from social enterprises too." **se**

## MAKING CONTACT

Midland Heart | www.midlandheart.org.uk



# Practical and innovative responses



Sally Edwards | sallyaedwards@btopenworld.com

**While the economic outlook remains gloomy, social entrepreneurs are continuing to find practical and innovative ways of addressing aspects of society's most pressing social and environmental challenges.**

Our special feature, sponsored by the National Offender Management Service (NOMS), looks at the variety of initiatives being developed to support ex-offenders and help to reduce crime – with impressive results. Community-based enterprise is gathering momentum and housing associations are continuing to emerge as significant engines of social change. Change is all around us. None of us can avoid it, but if we approach it in the right way we might even be able to 'teach the elephant to dance' – see our article on page 11 to find out more! **se** magazine too continues to evolve to meet the needs of its readers. If you have any ideas for topics you would like to see covered, or any issues you would like us to turn the spotlight on, do get in touch. **se**



## SOCIAL VALUE

The Public Services and Social Value Bill could be a game changer for social enterprise.

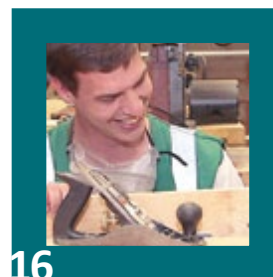
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## TEACHING ELEPHANTS TO DANCE

Melanie Mills on leading and managing change for a sustainable future.

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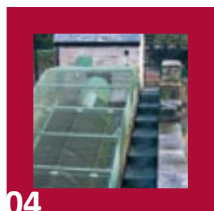
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NOMS supporting social enterprise solutions.

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**Power to the people:** Community share investment at New Mills funds community hydroelectricity.



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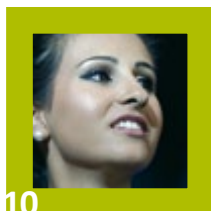
**Employment law:** Roots HR's Jan Golding looks at employing ex-offenders and updates to CRB checks.



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## PEOPLE PROFILES

**MELODY HOSSAINI:** Early life, inspiration and working with children and young people.



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## POLICY MATTERS

**A happy marriage:** Kevin Maton asks if community enterprise can do good work with the commercial sector.



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## QUESTIONS ANSWERED

**Winning your share:** Jonathan Jones examines how to go about winning public sector contracts.



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## DO IT RIGHT

**Are you in it or on it?** Rob Buckman helps us keep on top of financial management, for a sustainable enterprise.



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**socialenterprise**  
WEST MIDLANDS

Social enterprises are businesses that trade for a social or environmental purpose. There are around 5,500 social enterprises in the West Midlands. Visit [www.socialenterprisewm.org.uk](http://www.socialenterprisewm.org.uk) for more information about the social enterprise sector and the benefits of joining SEWM CIC – the leading business network and consultancy for social enterprise in the West Midlands.

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IN THE NEWS

POLICY MATTERS

KNOWLEDGE EXCHANGE

QUESTIONS ANSWERED

BUSINESS MATTERS

SPECIAL FEATURES

DO IT RIGHT

## Power to the people: community share investment

**O**ne of the West Midland's flagship social enterprises is Fordhall Farm, an organic farm and agricultural business made possible by its 8,000 community investors. In nearby Derbyshire an initiative funded through similar principles is making a real environmental impact.

In the town of New Mills, a share issue has empowered the community by funding a hydro-electric plant. It provides a model for a whole range of community-based enterprise initiatives.

Many community members were involved in the initial development of the project. They could have left it to an external organisation to parachute in the technical and financial solutions, but a series of public meetings showed that local people wanted to own the scheme and have its benefits come back to the community. So, with guidance from Water Power Enterprises, Torrs Hydro New Mills Ltd was set up as an Industrial and Provident Society (IPS).

It had been estimated that grants and loans totalling £100,000 could be obtained to fund the project,



The community hydroelectric plant at New Mills, Derbyshire

leaving the IPS to meet the shortfall of £126,000 through a share offer made to the public. The minimum share investment was set at £250. A little under £100,000 was received from just over 200 applicants, more than half of whom lived in the local SK22 postcode. Having demonstrated local commitment to the scheme, the company was able to secure additional grants and a loan from the Co-operative Bank.

The project has now been completed and is run by volunteers, with the shareholders deciding where any surpluses are reinvested. It provides for most of the electricity needs of the local Co-operative supermarket

and is moving towards providing a small surplus to the community. **se**

### MAKING CONTACT

**Fordhall Farm** | [www.fordhallfarm.com](http://www.fordhallfarm.com)

**New Mills Hydro** | [www.newmillshydro.com](http://www.newmillshydro.com)

**Water Power Enterprises** | [www.h2ope.org.uk](http://www.h2ope.org.uk)

**Torrs Hydro New Mills Ltd** | [www.torrshydro.org](http://www.torrshydro.org)

### buySe USA endorsement

**T**he SEWM team was delighted to pick up the following

**Twitter thread recently:**

*A business directory for social enterprises in the UK: @buyseonlinehttp://bit.ly/u1edxW via @guardian. Where's one for LA? #socent.*

The Tweet came from The Hub Los Angeles – 'a place where non-profit and for-profit social-change ideas build and scale into viable enterprises that address the complex problems we face.' **se**

### MAKING CONTACT

**The Hub Los Angeles** | [www.thehubla.com](http://www.thehubla.com)

## 2012 is the International Year of Co-operatives

**T**he United Nations has declared 2012 the International Year of Co-operatives and to mark the launch of a year of events, promotions and publicity around the world, Co-operatives UK has published a report called 'Global Business Ownership 2012'. The report reveals that there are now three times more members of co-operatives than individual shareholders worldwide.

Ed Mayo, Secretary General, Co-operatives UK and author of the report, says: "In a tough economy, mass ownership is a perfect business strategy because you have your customers and workers onside. The idea of sharing profits with those who are involved in the business is now widely recognised, but our research shows that few companies do it as well as the co-operative sector." **se**

### MAKING CONTACT

To find out more about what's going on, or to download a copy of the report, visit: [www.thenews.coop](http://www.thenews.coop)

## Vital property help is coming!

**2012** sees the Ethical Property Foundation launching a new and much needed Property Advice Service for VCS organisations and social enterprises in the West Midlands.

Talia Supran, Business Development Manager for the Ethical Property Foundation, says: "Dealing with property can be a daunting prospect, especially given the fundamental changes occurring in the sector as a result of the current economic climate. Negotiating with landlords, deciphering leases, buying, sharing, relocating or selling premises, managing a building, or understanding a charity's responsibilities regarding premises takes up valuable time and resources. We aim to build confidence around premises issues, ensure organisations have access to good professional advice and recommend easy-to-understand practical solutions to all groups that need our support."



As well as a number of useful, jargon-free online resources and a variety of training and events taking place in 2012, there is a new helpline for all your questions about leases, investment processes or feasibility studies for accessing funding. **se**

### MAKING CONTACT

**Ethical Property Foundation** | [www.ethicalproperty.org.uk](http://www.ethicalproperty.org.uk) | [mail@ethicalproperty.org.uk](mailto:mail@ethicalproperty.org.uk) | 0300 333 6595



## ART reaches £10m loans milestone

**A**RT (Aston Reinvestment Trust), established in 1997 to fill a gap in the market left by the banks, has reached £10m in loans delivered to small businesses and social enterprises operating in Birmingham and Solihull.

ART provides loans to enterprises that have a viable project that has not been able to be supported, either in part or at all, by a bank. It is a social enterprise, owned by its members – both borrowers and social investors – with a remit to lend in a specific area to help boost the local economy.

Steve Walker, Chief Executive of ART says: "It's good to see how our loans have helped small and medium-sized, commercial and not-for-profit businesses, operating in almost every market sector to survive, start up or grow over the years. We are often the last vital piece of the jigsaw in a finance package lending alongside others, but in some cases we lend on our own. Either way we enable business activity to happen that otherwise wouldn't."

ART was a pioneer of its model of raising a mixture of public sector and private sector funding to lend locally and



The ART Lending Team: left to right are Andy King, Steve Walker and Martin Edmonds

its way of providing finance for enterprise has not only been replicated throughout the UK, it has also been closely researched by visitors to its Aston Cross base in Birmingham from all over the world including Japan, Korea and Europe. It lends between £10,000 and £50,000, with an average loan size of £22,000.

Since the credit crunch in 2008 ART and other similar lenders in the West Midlands, who all belong to the Fair Finance Consortium, have seen demand rise substantially, but the good news is that all still have funds available to support enterprise in their areas and especially to help create or preserve jobs.

ART borrowers have included award winning and high growth businesses such as Cubewano, Purnell's and Zybert Computing as well as social enterprises including Betel of Britain, Future Health and Social Care and the Amina Trust.

"A loan can be used for any business purpose, including to support cashflow," says Steve, "and can help social enterprises bridge the gap between delivering services under a public sector contract and receiving payment." **se**

### MAKING CONTACT

**ART** | [www.reinvest.co.uk](http://www.reinvest.co.uk) | [art@reinvest.co.uk](mailto:art@reinvest.co.uk) | 0121 359 2444

**Fair Finance Consortium** | [www.fair-finance.net](http://www.fair-finance.net)

## Castle Vale goes green with Cycle Van delivery service

**B**usinesses and residents in Castle Vale are going green thanks to the launch of an innovative Cycle Van delivery service in the area.

The business idea was developed with the help of iSE (Initiative for Social Entrepreneurs), working with the Community Environmental Trust on behalf of the Castle Vale Neighbourhood Partnership.

Rupert Johnson, of the Community Environmental Trust, explains: "Our mission is to reduce carbon emissions. We'd had the idea of bringing cycle delivery vans to Castle Vale for a while, as its flat landscape and dense population made it the perfect place to launch a scheme like this. iSE introduced us to the concept of social enterprise, which seemed like a perfect fit for us as a community-based project. We worked up the idea and then went through to a Dragon's Den-style interview, where we were grilled by



business people from Merlin Ventures, Unlimited, BusinessLink and iSE."

Having given the enterprise idea the thumbs up, the 'dragons' provided Rupert with the support needed to get it started. "We've just taken delivery of two cycle vans and hope that we can make a real difference to the community in terms of creating local jobs as well as providing a much needed service," says Rupert. "We're now looking for contracts and people interested in becoming self-employed delivery cyclists."

Apart from providing an internal postal delivery service to local residents, it is envisaged that the cycle vans will be used to transport lunches to workers at nearby businesses, as well as meals to vulnerable people in their homes.

Sarah Crawley, Chief Executive of iSE comments: "It's very rewarding to see how with a little support, great ideas can turn into thriving businesses. We wanted to look at whether social enterprises could benefit the community and create local jobs as a result. In fact, we were able to develop four sustainable businesses on Castle Vale and create nine jobs in an area of high unemployment, making this a real success story." **se**

### MAKING CONTACT

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**Community Environmental Trust** | [www.environmentaltrust.org.uk](http://www.environmentaltrust.org.uk) | [rupert@environmentaltrust.org.uk](mailto:rupert@environmentaltrust.org.uk) | 0121 747 3579

## New Hope is finalist in photographic competition

**N**ew Hope, a Worcester-based social enterprise which works with families that have children with disabilities and complex health care needs, has beaten off stiff competition to become both a regional and a national finalist in the Triodos Bank: Social Vision photographic competition supported by SEUK.

Jean Wilson, founder of New Hope, comments: "We were thrilled to be included in the Triodos sponsored calendar because it showcases our work in a very unique way. We know that there is some fantastic talent from diverse backgrounds out there, striving to improve the economic climate through social enterprise. From our perspective, we are very appreciative of the support we have received from partners,



New Hope, Worcester: West Midlands regional winner of the Social Vision 2011 photographic competition supported by Triodos Bank and SEUK

especially Worcester Community Housing which has kindly leased us our building rent free for two years, allowing us time to establish our social enterprise without undue financial pressure." **se**

### MAKING CONTACT

**New Hope** | [www.newhopeworcester.co.uk](http://www.newhopeworcester.co.uk) | 0784 737 7760

**Triodos Bank** | [www.triodos.co.uk/socialvision](http://www.triodos.co.uk/socialvision)

**SEUK** | [www.socialenterprise.org.uk](http://www.socialenterprise.org.uk)

## Imagematch named Social Enterprise of the Year



Mark Gibson (right) receives Imagematch's award

**I**magematch Social Enterprise CIC, a training company which works with young unemployed people in Shropshire and mid-Wales, has had its success recognised by the

**Start Up Awards and been named Social Enterprise of the Year.**

Since it set up in March 2010 the enterprise has placed over 200 candidates in training, with 80% of them securing ongoing employment, further training or qualifications.

Staff and management couldn't be more pleased. Director, Mark Gibson, says: "We were up against some inspirational people at the ceremony, who had backing from the likes of Dragon's Den's Deborah Meaden, so to win was fantastic. It represents the hard work my team has put in this year. We are rigorous and comprehensive in our employability assessments and always aim to provide good quality candidates for potential employers."

There are plans for the enterprise to expand into Herefordshire, Worcestershire and further into Wales in 2012. "We know that the year ahead will be challenging," says Mark, "with one million unemployed young people in the UK. However, through the Work Programme and Jobs Growth Wales we will strive to find opportunities for them to get a foot on the employment ladder." **se**

### MAKING CONTACT

**Image Match** | [www.imagematch.co.uk](http://www.imagematch.co.uk) | [m.gibson@imagematch.co.uk](mailto:m.gibson@imagematch.co.uk) | 0300 0300 800

**Start Up Awards** | [www.startups.co.uk](http://www.startups.co.uk)

## Entrepreneur Award for Lewis Psychology



Teresa and Paul Lewis with their Award

**W**olverhampton-based Lewis Psychology CIC has been presented with a Morgan Foundation Entrepreneur Award 2011 in the 'Business Providing the Best Social or Economic

**Contribution to the Region' category, receiving a crystal award, a cash prize and a package of business development services.**

Teresa and Paul Lewis, founders and directors of Lewis Psychology CIC, were delighted with their win. Paul Lewis said: "All our profits are used to expand services and generate much needed jobs for local people. We are absolutely committed to helping our local communities thrive and prosper. To be presented with an ethical business award for our work is a huge honour."

The couple launched their enterprise two years ago with the aim of providing professional and accessible counselling, coaching and training services to individuals and organisations. They wanted their work to benefit the wider community with a clear assurance of not-for-personal-profit distribution status. The business has gone from strength to strength and was recently awarded Service Accreditation status with the British Association for Counselling and Psychotherapy (BACP), considered the highest honour in the field. **se**

### MAKING CONTACT

**Lewis Psychology CIC** | [www.lewispsy.org.uk](http://www.lewispsy.org.uk) | [teresa@lewispsy.org.uk](mailto:teresa@lewispsy.org.uk) | 01902 827808

**Morgan Foundation** | [www.mf-awards.co.uk](http://www.mf-awards.co.uk)



# Choose Social Enterprise Awards recognise excellence



“Our four winners have very different business models, but all share the same ethos for delivering first class services and products whilst ensuring a positive social impact.”

**M**ore than 70 people attended the inaugural SEWM Choose Social Enterprise Awards on national Social Enterprise Day, 17 November 2011. It was a high energy, high profile event held at the Custard Factory in Birmingham.

Melanie Mills, Chief Executive of SEWM, explains: “The awards were a great way to celebrate Social Enterprise Day and highlight some of the outstanding work and fantastic innovation that is going on across the West Midlands. Our four winners have very different business models, but all share the same ethos for delivering first class services and products whilst ensuring a positive social impact.”

Supporters and judges were particularly impressed with the scale of the innovation on display and how many of the winners had overcome significant challenges to getting their enterprises off the ground.

Christine Tate, Head of Corporate Responsibility at British Gas, was one of the judges. She said: “Fordhall Community Land Initiative is the most inspiring regeneration project, making the best use of resources which would otherwise go to waste. Its success is down to a dedicated community, working together to build and own a sustainable business, providing for the broad range of stakeholders involved as well as future generations.”

Nick Comley, Managing Director of Brew On, commented: “It is very pleasing to be recognised for our work over the last twelve months and we will use the SE Award to really push the business on in the future. This includes the possibility of opening a new brewery in the East End of London, as part of the Olympic legacy in 2012.” **se**



Jean Wilson (right) of New Hope with the SE People award and Melanie Mills of SEWM. New Hope also won the SE photo competition.

## SE People

**Supported by Bromsgrove District Housing Trust | [www.bdht.co.uk](http://www.bdht.co.uk)**  
**Winner:** New Hope Worcester CIC ([www.newhopeworcester.co.uk](http://www.newhopeworcester.co.uk))  
**Highly Commended:** PM Training ([www.pmtraining.org.uk](http://www.pmtraining.org.uk))



Charlotte Hollins (left) of Fordhall Community Land Initiative receives the SE Planet award from Christine Tate, British Gas

## SE Planet

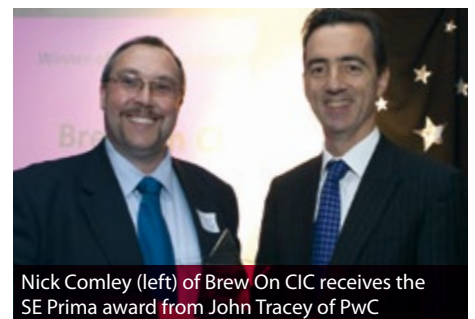
**Supported by British Gas | [www.britishgas.co.uk](http://www.britishgas.co.uk)**  
**Winner:** Fordhall Community Land Initiative ([www.fordhallfarm.com](http://www.fordhallfarm.com))  
**Highly Commended:** Urban Harvest ([www.urbanharvestbham.org](http://www.urbanharvestbham.org))



Vicki Phipps (left) of IQS Travel receives the SE Profit award from Ed Siegel of Big Issue Invest

## SE Profit

**Supported by Big Issue Invest | [www.bigissueinvest.com](http://www.bigissueinvest.com)**  
**Winner:** IQS Travel ([www.iqstravel.com](http://www.iqstravel.com))  
**Highly Commended:** Purple Patch Communications ([www.purplepatchcommunications.com](http://www.purplepatchcommunications.com))



Nick Comley (left) of Brew On CIC receives the SE Prima award from John Tracey of PwC

## SE Prima

**Supported by PwC | [www.pwc.co.uk](http://www.pwc.co.uk)**  
**Winner:** Brew On CIC ([www.brew-on.co.uk](http://www.brew-on.co.uk))

## YOUR UPDATE...

# Public Services and Social Value Bill

**A major development in 2012 with profound effects for the social enterprise sector will occur if Chris White MP's private member's bill, the Public Services (Social Enterprise and Social Value) Bill, makes it onto the statute book without further diminution of its scope.**

Crucially the bill extends influence on public sector commissioning. Remember, this is not about legal structures as there cannot be preference given to different formats that might be labelled as 'social enterprise' or charity, but it is about explicitly recognising the 'added value' brought through awarding a contract to a particular organisation.

Amendments to the bill so far have removed the requirement for a national social enterprise strategy, limited its coverage to services and associated activities (removing goods and works) and there is no requirement on local authorities to engage with social enterprises.



Chris White MP

The plus points, though, include the power to change the culture of commissioning, starting with the Public Sector. To maximise the benefits of this legislation, the sector needs to promote measurement tools such as Social Return on Investment (SROI) more

actively to commissioners so they can appreciate the benefits of an 'added value approach' and move towards smarter commissioning of services and goods. For the sector to really take advantage of this legislation, we all have to maximise our in-built advantage by demonstrating how a social enterprise approach generates sustainable social, community and environmental benefits above and beyond simple unit cost.

The bill is now going through processes in the Lords, but supporters are hopeful it will be on the statute books by June 2012. **se**

## MAKING CONTACT

**Public Services (Social Enterprise and Social Value) Bill** | [www.parliament.uk/business/news/2011/november/public-services-social-value-bill-remaining-stages](http://www.parliament.uk/business/news/2011/november/public-services-social-value-bill-remaining-stages)

## HINTS &amp; TIPS...

## Winning public sector contracts

- **Be proactive** – develop relationships with public bodies and key stakeholders in order to find ways of getting recognition for the additional value you can offer, get to know what their world looks and feels like, and new initiatives that are coming up.
- **Check whether your marketing** and promotional activities are reaching commissioners and have strong, clear, messages about what you do, how you do it and why it's so good.
- **Meeting with budget holders** and commissioning officers in public bodies can open the way to find opportunities for working in partnership and testing out new ideas, influencing a way 'value for money' is determined.
- **Remember that the commissioning process** is the stage when the details of the services to be bought are developed – procurement is making the 'purchase' and is less open to change. Your expertise and local knowledge can inform a contracting body about the opportunities good commissioning can benefit from.
- **Think about working as part of a consortium.** Many larger contracts are suited to consortia delivery. Working as part of a consortium is not without its difficulties so it is always useful to seek advice from others who have gone down this route or contact specialist advisers.

- **Consider the most appropriate techniques** that will help you demonstrate the 'whole life' value of what you do. Procurement officers are demanding clearer analysis of a triple bottom line in order to justify the value for money and social impact outcome claims of bidding organisations. Social Return on Investment (SROI) is one of the best known.

SEWM is working hard to create positive dialogues about good practice across a range of sectors and commissioners, including Local Authorities.

In 2012, SEWM will be hosting a series of events, including 'Meet the Buyer', forums and conferences, to support and advocate on behalf of social enterprise in the region. In addition, [www.buyse.co.uk](http://www.buyse.co.uk) is being recognised as the national social enterprise directory for those who wish to market their businesses, seek potential partners, or commission goods and services from social enterprises. **se**

## MAKING CONTACT

**SEWM CIC** | [www.socialenterprisewm.org.uk](http://www.socialenterprisewm.org.uk) | [k.maton@socialenterprisewm.org.uk](mailto:k.maton@socialenterprisewm.org.uk) | 0845 450 7515

**Local Government Improvement and Development** | [www.idea.gov.uk/idk/core/page.do?pagelid=23716031](http://www.idea.gov.uk/idk/core/page.do?pagelid=23716031)



## WHERE TO FIND...

# Business support

**We know from Fightback Britain statistics that social enterprises are more optimistic than mainstream businesses about the future, but we also know that the previous structures of specialist business support have mainly disappeared. We know that social enterprises still face the same barriers to growth around becoming investment ready. We know that social entrepreneurs prefer peer-to-peer practical learning.**

As a business network for social enterprise, SEWM is continually searching out new opportunities for its members to access mainstream, but 'social enterprise proofed', business support programmes and it was with this in mind that Professor Mark Hart from Aston Business School

approached us about the Goldman Sachs 10,000 Small Businesses programme.

In early December 2011, over 20 people came along to listen to the types of support that the Goldman Sachs Programme can offer to social enterprises. With over 100 hours one-to-one mentoring time on offer, structured workshops focusing on subjects such as finance for growth, strategic growth through operations, sales and marketing, as well as the opportunity to network and learn from a cross sector of SME peers, many of the attendees were further encouraged to hear from Kevin Davies, Chief Executive of the Vine Trust Group in Walsall, about his personal experience of the programme and what he was looking to achieve for his business from this experience.

SEWM is encouraged by good news from the sector that more providers are looking to engage and support social entrepreneurs and their businesses. We have been talking to the ELLA Foundation about its work with CEOs and leaders and its wish to set up a West Midlands group. And we welcome the Foundation Degree in Leadership for Change and Growth from the Kyra Foundation. We will continue to seek out and update our members on opportunities and initiatives to support growth and development throughout 2012. **se**

## MAKING CONTACT

**Goldman Sachs** | <http://www2.goldmansachs.com/citizenship/10000-small-businesses>

**ELLA Foundation** | [www.ella-foundation.org](http://www.ella-foundation.org)

**KYRA Education and Training** | [www.kyrabirmingham.org.uk](http://www.kyrabirmingham.org.uk)

## HR ADVICE...

## Employment law and ex-offenders



**Getting a job is an essential part of successful rehabilitation for offenders and failure to get paid employment is a major reason for re-offending. The fact that a person has a criminal record can often be totally irrelevant to the job for which he/she is applying.**

Under the Rehabilitation of Offenders Act 1974 in Great Britain, individuals who have had conviction(s)

may, with certain exceptions, treat the conviction as if it had never occurred; it becomes 'spent' where the individual has not, after a period of time, committed another serious offence. Some convictions, however, are never spent due to the gravity of the crime. It is unlawful for an employer to discriminate in any way against an employee or to dismiss an employee because of a spent conviction.

Notwithstanding this, under the Safeguarding Vulnerable Groups Act 2006, spent convictions may be taken into account in some posts and professions when considering a person's suitability for work. This includes posts involving access to children, young people and vulnerable adults so encompasses many of the roles within social enterprises providing services for health, social care, training and employment, etc. It is an offence for an employer to

knowingly employ someone in such a role who is barred from working with vulnerable groups. Robust pre-employment checks, including a Criminal Record Bureau (CRB) disclosure, must be carried out before a worker commences in such a role and periodically throughout employment.

This is a complex and developing area, with more change to come later this year. The forthcoming Protection of Freedoms Bill includes measures to stop employers knowingly requesting CRB checks on individuals where unjustified and employers who routinely request checks for roles that are not subject to the exemptions from the Rehabilitation of Offenders Act 1974 will need to change their recruitment procedures.

All organisations should undertake pre-employment checks relevant only to the organisation and the role. All organisations using the CRB system should have a policy which sets out which roles are subject to disclosures and includes assessment of risk and a process to use when an offence is disclosed, plus retention and storage of data.

Effective policies and management training in this area will make all the difference between safe, enabling and successful employment of ex-offenders and the removal of unnecessary barriers, real or perceived, to their applications for work and engagement.

Roots HR CIC specialises in supporting the civil society sector and can offer advice and support across all areas of recruitment, pre-employment checks and safeguarding. **se**

## MAKING CONTACT

**Roots Human Resources CIC** | Jan Golding FCIPD | [www.rootshr.org.uk](http://www.rootshr.org.uk) | [info@rootshr.org.uk](mailto:info@rootshr.org.uk) | 0845 543 8429

# PROFILE OF AN ENTREPRENEUR MELODY HOSSAINI



**There are some amazing people working in social enterprise and we thought it would be good to get to know some of them a little better. Here SE talks to Melody Hossaini, who set up InspirEngage International in 2009 and starred in 'The Apprentice' in 2011.**

## Where did you grow up?

I was born in Iran during the Gulf war, but fled with my family to Sweden when I was two. I stayed there until I came to the UK 15 years ago.

## What was your first job?

I first started working at the age of 13, helping to establish a Youth Parliament. It took three years and tons of hard work to get it established, but it was an honour as the organisation has changed so many young people's lives.

My first paid job, aged 16, was in a supermarket stacking shelves in the chilled section. I would come home after nine hour shifts with frostbite on my fingers, because the gloves they supplied were too large to wear, but I enjoyed the independence having a job gave me.

## What made you want to set up a social enterprise?

I wanted to continue doing the work I loved within the youth sector and thought 'how can I make it a career?' I combined the cause of supporting children and young people with a business model and a social enterprise was born.

## What is the biggest challenge facing social enterprise?

When people realise that InspirEngage International is a business, they are often shocked that 'we make money out of working with young people'. I believe people should be encouraged to improve the economy by growth of businesses, but in doing so also improve people and communities.

## What is the most valuable lesson you have learnt so far?

My journey has taught me quite a few lessons, the main ones being:

- Your personal brand is your most valuable asset. The core of anything you do is you as a person. Work out what your personal USP (Unique Selling Point) is and stay true to it.
- Never lose passion.

- Things only seem impossible because someone's told us we can't do them. Change your perception to a positive one and allow your actions to follow.

## What has been the highest point in your business life?

It would have to be the young people we meet, the honour of sharing their struggles and successes and supporting them to be the best they can be, regardless of where they are from.

## What are your goals for the year ahead?

To continue rolling out the InspirEngage Skills Bootcamps that are designed to help young people succeed in enterprise or their chosen career. And to get better at emails – they pile up and then I can't answer them all!

## Who are your role models?

I have two role models who inspire me greatly. Firstly, my mother. She's an incredibly strong and courageous woman, who has taught me the importance of being independent. Life won't hand you your dream on a silver plate, you have to make your dreams happen yourself – it takes hard work but she has always shown that it pays off.

Secondly, I admire Queen Rania of Jordan. Like myself, she was an asylum seeker but has now gone on to do such wonderful work of benefit to millions around the world – and she does so with grace and humility.

## What do you like to do away from work to relax and unwind?

When I'm not working I like to be around friends and family. I love cooking. Any excuse to get everyone round the same table for laughter and fun! Those are moments I treasure. **SE**

## MAKING CONTACT

**InspirEngage** | [www.inspireengage.com](http://www.inspireengage.com) | [melody@inspireengage.com](mailto:melody@inspireengage.com)

**i** **InspirEngage International**, founded in 2009 by Melody Hossaini, aims to improve the lives of children and young people worldwide. Working predominantly through skills development training, tailored consultancy services and public speaking, the enterprise has grown rapidly and reached over a million young people in more than 100 countries encouraging them to develop as leaders, be successful in enterprise and make positive change in the world. [www.inspireengage.com](http://www.inspireengage.com)



## The commercial sector and community enterprise: a happy marriage?



**There are major opportunities opening up for community-based enterprise, which is already starting to**

**deliver enormous benefits in localities.**

**Here Kevin Maton, Consultancy Director at SEWM CIC, explains why he thinks now is a good time for the commercial and community sectors to explore ways of coming together.**

Whilst government policy is driving communities to look for creative and enterprising solutions to the provision of local goods and services, private businesses are increasingly looking to work with social and community enterprises across a range of issues, to help:

- Manage risks to their business and deliver added value to their products or services
- Improve skills and experience of employees, through volunteering and working in different environments
- Enhance employee motivation and commitment to the company by getting them involved in local issues
- Gain a greater understanding of their market and, through community involvement, enhance their local reputation.

The private sector is far more aware of the long-term benefits of working with social and community-based enterprises now than it ever has been. Knowing how best to develop links and partnerships with private businesses could bring enormous benefit to community-based enterprises, helping to increase capacity and skills and obtain the investment required to deliver a local vision for community improvement.

Community enterprises interested in developing partnerships with commercial enterprises will, however, need to understand the sorts of 'offer' that the private sector will be able to identify with and respond to. A private business will certainly need to see 'WIIFM' – what's in it for me – as well as what's in it for the community.

To be a good partner, the community enterprise will need to be able to guarantee consistently high quality goods or services and be able to demonstrate clearly how its ethos is delivering an added-value social or environmental impact.

In the coming year, SEWM will be working with others to develop brokering opportunities and to facilitate joint working between commercial businesses and community-based enterprises and consortia. We believe

## Village SOS

**At the end of 2011 SEWM exhibited at the Village SOS Roadshow event near Worcester.**

The case studies highlighted at the event illustrated clearly how communities can be transformed through enterprise, which brings local people's ideas together with additional resources, including those from the business community.

### MAKING CONTACT

**Village SOS** | [www.villagesos.org.uk](http://www.villagesos.org.uk)

it is important that the skills needed to exploit the opportunities that emerge through greater collaboration with the private sector are developed and shared within the social enterprise sector.

In the current economic climate there is a real opportunity to build a win-win outcome between community and commercial enterprises. If your community or social enterprise is interested in developing wider partnerships but in need of some assistance, get in touch with SEWM. **se**

### MAKING CONTACT

**SEWM CIC** | [www.socialenterprisewm.org.uk](http://www.socialenterprisewm.org.uk) | [k.maton@socialenterprisewm.org.uk](mailto:k.maton@socialenterprisewm.org.uk) | 0845 450 7515

## SPOTLIGHT ON A YOUNG SOCIAL ENTREPRENEUR



**Where did you grow up and what was your first job?** | Coventry in the West Midlands and I worked as a waitress at Pizza Hut!

**What made you want to get involved in social enterprise?** | After evening shifts at Pizza Hut in Coventry City Centre I would donate my staff break pizza to homeless people I spoke to and I thought there must be a better, more sustainable way, to help people.

**How can social enterprise open up real opportunities for young people to do business differently?** | With youth unemployment at record levels, young people have a fantastic opportunity

## MISS MACAROON

to take an activity they are passionate about and turn it into a viable business.

**What is the biggest challenge facing young social entrepreneurs?** | Finding the financial backing to scale up services that address barriers to success for a greater number of young NEET care leavers.

**What has been your greatest achievement in your business life?** | Having the courage to go from full-time pastry chef and part-time social entrepreneur, to being Miss Macaroon full time. This was a massive jump for me, but one I haven't regretted.

**What are your ambitions for the future of your business?** | To set up an Afternoon Tea Shop and extend

the pastry production training to food and customer service training, volunteer placements and employment opportunities. Also, I want the young NEET care leavers to start to test their own pilot projects that could be turned into independent social enterprises.

**Who inspires you and why?** | Glynn Purnell, my old boss, who had his employees want to work hard for 60 hours a week for him because he cared for our well-being ... porridge at 11am, staff food at 6pm, music in the morning and laughs all day!

### MAKING CONTACT

**Miss Macaroon** | [www.missmacaroon.co.uk](http://www.missmacaroon.co.uk) | [info@missmacaroon.co.uk](mailto:info@missmacaroon.co.uk) | 07846 297665

# The travel service that cares

**Give to charity by booking your holiday with IQS Travel, a travel service that invests its profits back into charity.**

IQS Travel is a social enterprise run by Ideal for All, a charity in Sandwell run by disabled people for disabled and disadvantaged people. It offers a wide range of holidays to suit everyone and all tastes. What really makes it stand out above other travel companies is that it specialises in accessible holidays for disabled people.

The team at Ideal for All understands the difficulty that disabled people face when booking short breaks or a holiday, so set up IQS Travel to help them find something to suit their needs. However, the holidays are not just restricted to disabled people. Anyone can book a holiday or business trip through IQS Travel!

Carol Goff, Chair of Ideal for All, says: "Since we set up IQS Travel in May 2011 customers that have used the service have been very complimentary about it. It's not just the specialist advice and holidays we provide, it's the fact that they know any profit we make is being used to



support the services our charity provides for local disabled and vulnerable people."

IQS Travel has not only been awarded the Social Enterprise Mark, proving that it is in business to help society and protect the environment, it has also recently won the 'Choose Social Enterprise' SE Profit Award, which recognises IQS Travel as one of the shining lights in social enterprise in the region.

IQS Travel is part of Ideal Quality Services (IQS), a social enterprise set up by Ideal for All (IFA). IQS offers a range of services including training

courses, graphic and web design, filming, photography and support to disabled people on personal budgets. All the services generate income which is invested back into IFA.

## Get in touch

### IQS Travel

[www.iqstravel.com](http://www.iqstravel.com)  
[iqstravel@idealforall.com](mailto:iqstravel@idealforall.com)  
 0121 565 7926

### Social Enterprise Mark

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



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# Can we teach the elephant to dance?

## Leading and managing change for a sustainable future

**What's all this to do about elephants? We talk about the elephant in the room, or maybe you have read the respected text 'Teaching the Elephant to Dance: Empowering Change in Your Organisation' by James A Belasco. SEWM's chief executive, Melanie Mills, poses the question: 'Is leading change such a mammoth challenge that we need to use elephants as the analogy?'**

I have become captivated by this subject since embarking on my own social enterprise experience. As a great observer I have spent time reflecting on the impact change is having on our sector at this moment in time.

Change is certainly not a new concept to me, I lived albeit painfully at times with a business where I started as a store manager (there were less than 20 stores at the beginning of this journey), which became a publicly listed company floated on the stock exchange, reached a billion pound turnover and then was bought back into private ownership! I think it is fair to say that I have experienced organisational change and it came in waves. Some like a tsunami, knocking out or over everybody in its path, and others like the gentle lap which gradually washes away the beach you are sitting on.

OK but what did I actually learn? Put simply, I learned that 'what you need to decide is whether you are on the bus or off the bus – because the bus is not stopping'. Without the will to understand and embrace change, adapt to new requirements, the style of a new leader and the re-created business priorities, all the skill and self confidence in the world would not be enough to allow me to be part of that change.

Without a doubt change is difficult, but all of us one day will feel its effects.

### **Change is part of the business cycle.**

As an organisation reaches maturity the options to grow, consolidate or contract are often the pivotal moments for change. In our sector's case change is mostly driven by the external economic factors around us and the opportunities presented by the repositioning of social enterprise as a way to deliver better

public value and focus on a bigger civil society. What is unique about this change is due to the relative youth of our sector. For many organisations this is the first real cycle of change that they have had to deal with. Change is best when planned, when prepared for, and when managed this way, the people and the organisation will come through not without scars but linked together by a strong sense of purpose and necessity. It is this instinct for survival that will have been truly instilled by a great leader of change.

**Leading change requires skill.** Skill comes with understanding, with guidance, and becomes honed with experience. How many of us can say that we have all of the knowledge and skill required at this present moment in time? How many of us will actively look for help or support and how many will soldier on doing the best we can, refusing to show weakness or asking for help? Seeking help is not weakness, but can arise from an increased self awareness. Our personal limitations may be restricting our organisation's ability to change. But how many of us would be brave enough to say we are not the right person to take our organisations through change, effectively making ourselves redundant! Not an easy task for anyone and it is why we need good Boards, our peers, friends

and family to help us through difficult and challenging times such as these.

We at SEWM CIC have lived through change, so can speak from first-hand experience. It is not easy to change expectations, or to keep multiple stakeholders engaged when there is no money to pay for what we have always done before. Like many, we are trying to find our way to a sustainable path, where our products and services command market value and we move beyond the assumptions of 'something for nothing'.

I often hear about 'mission drift' or 'the need for what we do'. But the harsh reality is that you cannot keep on doing what you did before money became tight, even if your work is 'good'. If nobody wants to – or can afford to – buy your product or service then the only solution is change or die.

The big question of course is... are we comfortable to make and lead that change? Can we really 'teach the elephant to dance'? **se**

### **MAKING CONTACT**

**Melanie Mills, Chief Executive, SEWM CIC |**  
m.mills@socialenterprisewm.org.uk



# Winning a share of public sector contracts



**With a changing public sector landscape, how can social enterprises make their presence felt and get their share of the**

**contracts which are available? SE asked Jonathan Jones of Improvement and Efficiency West Midlands, an expert in public sector commissioning and procurement, what social enterprises can do to ensure they don't miss out.**

**How would you advise social enterprises and other Civil Society Organisations (CSOs) to prepare themselves before they negotiate with commissioners of contracts?**

The important thing to establish first is whether what they are selling is what public organisations need to purchase.

It's a good idea to check local authority procurement websites regularly as future requirements, complete with contact details, are often available to give enterprises an idea of what is coming up for tendering.

**What if a social enterprise is offering something it can see fits the needs and priorities of users, but is not on the list of potential tenders? How can they influence the specification of services?**

If social enterprises are to encourage changes to specified requirements, the message needs to get to authorities before the specification process begins. This can be a long time ahead of contracts being put up for tender. It is important to remember that there is often a large number of people involved in the development of a procurement specification in the public sector. Find out who they are and make an appointment to meet them for an open discussion or presentation.

**What do you think is the key selling point for social enterprises looking to contract with public organisations?**

The important thing for social enterprises to remember is that they can't just rely on the fact that they are a social enterprise to give them a competitive edge. Social

enterprises that are successful are highly competitive, well run businesses. They are a 'business' first and a 'social enterprise' second. A conversation with a procurement officer covering their category of work may be useful to help a social enterprise understand its competitive environment more fully and identify its own unique selling point.

**A major risk for small organisations is that they invest a lot of time, energy and resources developing a tender then do not get the contract. Any pointers for minimising that risk?**

Firstly I would say, don't be afraid of investing a bit of time in tendering. Even if you are unsuccessful, the process should teach you a great deal about where you could have done better.

Look closely at the specification of requirements and make sure you are able to deliver the service or products required, submit a well-written good quality tender, making sure that you have answered all the questions effectively. If you are unsure of anything, don't be afraid to make contact with the procurement officer involved in the tendering process.

**In the past there has been a view amongst public sector procurement staff that social enterprises and CSOs did not have to make a profit. Is there still a need to explain how the business model works?**

I think generally now there is a good understanding of the 'not for profit' or 'for more than profit' concept. A couple of key things for social enterprises to consider are:

- Accounts should be healthy for trading purposes and obviously not showing disproportionate surpluses or salaries
- Don't rely on the social enterprise badge to justify higher-than-market-rate prices – offer good value for money and explain what the additional cost pays for or gives back.

**How can small providers compete with large national providers now that councils have stricter rules on financial ratios? Requiring a turnover in excess of 10 times the contract value is a major barrier for them.**

Yes, I agree that can at times create a problem. Whilst it may appear

**“Social Return on Investment is a very important message to communicate to public organisations to help shape and influence engagement going forward.”**

unreasonable, there are often many factors that affect this ratio. In general terms, public authorities are going to need to review this situation so as not to preclude social enterprises from tendering. Alternatively, social enterprises can support their financial ratios via an 'Insurance Bond' or 'Guarantee'.

**Is the public sector interested in engaging with CSOs?**

It's a key and challenging issue, but the encouraging thing to remember is that public organisations do have greater engagement of social enterprises on their agenda.

Within local authorities there are procurement teams, client departments and regeneration officers all of whom have a role in engaging with social enterprises.

I think Social Return on Investment is a very important message to communicate to public organisations to help shape and influence engagement going forward.

My organisation has received a clear message from West Midlands' chief executives that they would like help in engaging with social enterprises, so hopefully there are a lot of opportunities ahead for the sector. **SE**

## MAKING CONTACT

**Jonathan Jones, Programme Manager (Smarter Procurement), Improvement and Efficiency West Midlands** | [www.westmidlandsiep.gov.uk](http://www.westmidlandsiep.gov.uk) | [jjones@westmidlandsiep.gov.uk](mailto:jjones@westmidlandsiep.gov.uk) | 0121 245 0227

**i Improvement and Efficiency West Midlands (IEWM)** supports local authorities and their partners in their drive to increase efficiency and improve local public services. IEWM provides specialist support in areas such as efficiency, transformation, shared services, procurement, asset management, people & leadership development and adult and children's services.



# ARE YOU ON IT OR IN IT?

**Whether you love it or hate it, you can't run a sustainable social enterprise without getting involved in financial management. **se** asked specialist Rob Buckman of Buckman Finance Associates, for his advice on how to get to grips with the task.**

In my experience, financial management remains one of the biggest weaknesses within the social enterprise sector. I think this is because managers often don't realise that the time and money invested in understanding 'the numbers' repays massively. I have never encountered a private sector business, large or small, that doesn't have significant resources dedicated to financial management. This is because the private sector understands that it is impossible for management to make good decisions unless they are financially well informed. Once you've been in that situation, trust me, you'll never want to go back!

I guarantee that if you make the effort in a constructive way, you will reduce the overall amount of time you spend on finance, make better informed decisions in line with your organisational objectives and save money on accountancy fees.

The best piece of advice I can give you is to set aside a good chunk of time every month for finance – without fail! The amount of time will obviously depend on your needs, but start by allocating one day. I'd recommend you have this somewhere around week three of a month, after the majority of the invoices for the previous month have arrived. Put this in your diary and do your best to remain totally uninterrupted for the day, as if it were your best client. During this time you should – in order – be concentrating on:

- Dealing with the finance issues that you've been saving up, like reminders from HMRC and queries from grumbling suppliers.



- Understanding what happened financially in the previous month. This should be a review of all incomes, outgoings and an understanding of the gap between these two totals, also known as your surplus/deficit.

*Please note:* your incomings and outgoings reflect invoiced amounts; cash is a separate matter altogether. So, an invoice for £100 received in April, paid in May but with a March invoice date on it, counts towards the March expenditure.

- Making sure that you are going to have enough cash in the bank for the next month. By now you should have a good feel for what you expect to receive, spend and your current bank balance.

**Now we're getting into luxury territory... Once you get this far, you're adding real value.**

- You should be looking at creating or updating a forecast through to your financial year end and if it is getting close to year end, as it currently is for a number of organisations, then you should also be looking at next year.

In principal, forecasting is pretty straightforward. You should have a good idea of how much money you expect to be receiving in the period in the way of grants, agreed revenue from projects and estimated revenue from not yet committed receipts. You should also be able to estimate spend,

by having a good feel for overheads such as salaries, rent, advertising, professional services, etc, as well as the materials and services needed to fulfil the expected revenues. *Simples!*

**Definite gold star for anyone able to get this far...**

- Spend time reviewing your financial processes and considering where improvements can be made. These improvements should be aimed at saving time and increasing the accuracy and robustness of your finances – you would be shocked to find out how many organisations pay suppliers twice and fail to follow up on unpaid invoices!

I know a lot of people hate the finance management part of their job, but that is often because the finances are untidy and their finance time is spent fire fighting and untangling muddles. That is unpleasant. But if you can get on top of things then the 'finance day' can become a great way to focus the mind on business strategy and making good, well informed, decisions.

Good luck! **se**

## MAKING CONTACT

**Buckman Finance Associates** | Rob Buckman ACMA | [rob@buckman-associates.co.uk](mailto:rob@buckman-associates.co.uk) | 07779 615292

**i** **Rob Buckman** is a chartered management accountant specialising in financial management for social enterprises.

# REDUCING OFFENDING THROUGH SOCIAL ENTERPRISE

THE NATIONAL OFFENDER MANAGEMENT SERVICE (**NOMS**) HAS BEEN FORMALLY DEVELOPING ITS RELATIONSHIP WITH THE SOCIAL ENTERPRISE SECTOR SINCE 2008. IN THIS SPECIAL FEATURE **se** LOOKS AT SOME OF THE EXCELLENT AND GROUND-BREAKING WORK BEING UNDERTAKEN BY NOMS CFO AND SOCIAL ENTERPRISES AROUND THE MIDLANDS, WHICH IS HELPING TO REDUCE OFFENDING AND CHANGE LIVES.

## Recycling adds value



**The Woodshack is a social enterprise which recycles wood otherwise destined for landfill. It has been operating in Nechells, Birmingham, for almost 12 months offering wood recycling collections to the building community and producing furniture, bespoke wood products and wood fuel briquettes.**

Working with the probation service, the Woodshack offers skills-based training and learning placements to offenders during their sentenced community payback time. It is currently working with up to 20 a day. The starting

point is basic health and safety skills and the disciplines that are required to work in a factory environment. After that there are a range of jobs on offer from those requiring a low level of skill, such as deconstructing pallets, to the more highly skilled design and construction of bespoke items.

One of the offenders, having completed his 200 hours community payback time with the Woodshack, continued to volunteer and was then offered a short-term temporary contract. His family was 'chuffed to bits' to see him working and not on the streets, as he had been in and out of trouble for many years, with a history of drug-related offences. He himself said he felt valued and trusted for the first time in a very long period. **se**

### MAKING CONTACT

**The Woodshack** | [www.jericho.org.uk](http://www.jericho.org.uk) | [harry.roberts@jericho.org.uk](mailto:harry.roberts@jericho.org.uk)





## Engaging with NOMS CFO

**In March 2010 the NOMS Co-Finance Organisation (CFO) secured almost £4m from the European Social Fund to support an extensive range of 'action research' and infrastructure-building within the social enterprise sector.**

NOMS CFO said it would spend three quarters of the budget directly in the sector and in the first 18 months has committed over £900,000 to more than 30 social enterprises, many of them start ups. The key to this programme, NOMS says, is innovation, new ideas and creative thinking.

During 2011, in conjunction with the regional social enterprise networks, NOMS ran a series of events designed to begin a dialogue with the sector. It has emerged from this, as well as previous work and research\*, that there may be barriers to social enterprises engaging with NOMS CFO – nationally and with individual prisons and probation services. So a key aim for NOMS CFO in 2012 is to overcome as many of these as possible.

The most widely acknowledged issue is the impact of the prime provider model as used by government departments to deliver major contracts. This model

means that small and medium sized enterprises are often excluded from bidding as prime contractors due to the qualifying criteria and then find it difficult to obtain worthwhile sub contractor roles.

Whilst the NOMS CFO says it has made successful efforts to support and encourage engagement between potential prime contractors and voluntary and community sector organisations, including social enterprises, it does recognise that more can be achieved.

With this in mind NOMS CFO is planning to launch a competition in March 2012 focused on helping social enterprises to form consortia capable of offering prime providers, through a single contract, a varied range of services, interventions or skills and employment contexts. Other benefits it is envisaged this initiative will deliver include a strengthened negotiating position, further opportunities for trading between members, improved links to other sectors – statutory and voluntary – and better integration for example with prison industries as a supplier.

A total of £1.5m is being committed to the competition. This investment

will include a series of workshops, networking events and specialist advice on areas such as governance, finance, legal issues, best practice and social investment opportunities. NOMS CFO sees this as an investment in the sector to better enable it to participate in future tendering opportunities. In further recognition of the added value that social enterprises offer, NOMS CFO intends to produce a specification that recognises the value of wider social outcomes and a parallel piece of work will look at how social value can be recognised within contracting opportunities.

There will be a series of launch events held in the first two weeks in March – one in Birmingham is provisionally scheduled for Tuesday 13 March. Details will be widely publicised, but follow the link at [www.bit.ly/NOMSocialenterprise](http://www.bit.ly/NOMSocialenterprise) to register an interest and keep updated. **se**

### MAKING CONTACT

**NOMS CFO** | [www.bit.ly/NOMSocialenterprise](http://www.bit.ly/NOMSocialenterprise) | [cfo-socialenterprise@noms.gsi.gov.uk](mailto:cfo-socialenterprise@noms.gsi.gov.uk)

\* Concilium report: 'Reducing Reoffending Through Social Enterprise', which is available at [www.bit.ly/NOMSocialenterprise](http://www.bit.ly/NOMSocialenterprise)



Karen Lowthrop in the newly opened Wood Hall community building at Hill Holt Wood

## Ancient woodland, new beginnings

**Hill Holt Wood, based on the border of Lincolnshire and Nottinghamshire, is an environmental social enterprise with charitable status, which manages over 500 acres of woodland and community space on behalf of organisations such as the Woodland Trust.**

The impact of its work with at-risk youth, young offenders, young people excluded from school and those on the cusp of entering the labour market – often with a police record and few reading and writing skills, has been enormous. The Rural Beat team leader of Lincolnshire police says: "During the last year the anti-social behaviour and criminal damage in our policing team area has reduced by at least 25%."

The education and training that Hill Holt Wood offers gives its students the lasting benefits of education, practical skills, the ability to work in a team,

**“The last year anti-social behaviour and criminal damage has reduced by at least 25%.”**

increased confidence and quality time spent in an outdoor setting.

Chief Executive, Karen Lowthrop, is a participant on the National Social Enterprise Ambassador scheme. She has been working closely with fellow Ambassador Jean Jarvis of the South Shropshire Furniture Scheme to show the Ministry of Justice and civil servants how the third sector can help prisons and other institutions become more sustainable. Their efforts have been impressive. **se**

### MAKING CONTACT

**Hill Holt Wood** | [www.hillholtwood.com](http://www.hillholtwood.com) | [karen@hillholtwood.com](mailto:karen@hillholtwood.com) | 01636 892836

**South Shropshire Furniture Scheme** | [www.furniturescheme.co.uk](http://www.furniturescheme.co.uk)

## Payback painting pays off

**Framework Housing Association provides housing and support services to 9,000 homeless and vulnerable people each year across the East Midlands and South Yorkshire.**

Framework's trading arm, EVE Trades CIC incorporates Paint It, a painting and decorating social enterprise that supports community payback offenders and others into meaningful activity, training and employment.

The need for a service such as Paint It was identified by Nottinghamshire Probation Trust (NPT), which wanted to secure a wide range of community payback providers, particularly where the provision was more innovative and creative. Probation valued Framework's capacity to provide additional support around housing, debt, substance misuse and mental health and they jointly submitted a successful bid to the NOMS CFO Social Enterprise Challenge, securing over £34,000 to help start the Paint It enterprise.

Offenders are referred by the NPT Community Payback team. Once assessed by Paint It for their suitability,



offenders are trained in painting, decorating and associated skills, as well as to go on site. They can progress to take an NVQ Level 2. Participants have an individual learning and employment plan that identifies barriers to employment and sets out the steps that need to be taken to achieve their goals.

The main challenge for any organisation supporting community payback offenders is the management

time needed to keep offenders within work objectives. It is substantial. Paint It has trained support workers to provide one-to-one support where necessary. Community payback offenders decorate Framework's supported accommodation, providing a positive environment for those living there. The project has made a huge difference to the offenders who are learning valuable practical and social skills – including communication, team working and tolerance, getting involved in meaningful activity and reducing time spent offending, or stopping offending altogether.

So far 4,330 hours of community payback time has been completed and evaluation shows improved mental and physical health, new or rediscovered skills for work, as well as increased motivation and confidence among offenders – with some doing overtime to continue their learning. **se**

### MAKING CONTACT

**Paint It** | [www.frameworkha.org](http://www.frameworkha.org) | [paint-it@frameworkha.org](mailto:paint-it@frameworkha.org)

**Nottinghamshire Probation Trust** | [www.nottinghamshire-probation.co.uk](http://www.nottinghamshire-probation.co.uk)

## Making positive change possible

**Fry Housing Trust has over 50 years of experience in working with offenders and those at risk of offending due to their circumstances – homelessness, substance abuse, mental health. Its main focus is on preventing vulnerable people entering into the criminal justice system.**

Sharon was given Fry Housing Trust accommodation directly from prison. "Staff came to visit me whilst I was in custody to see if I was suitable," she says. "They were really friendly and when they told me about Fry Housing Trust, I really hoped I would get a place. Thankfully I did!"

"The day I was released, I moved in and my room was nice and cosy! I had new bed linen, a fridge freezer, everything I needed to get by. My key worker was really great. I met with him every two weeks to begin with whilst I was getting settled into the new area. He helped me with setting up all my benefits, showed me where all the local amenities were, helped me register



Clients and staff from Fry Housing Trust took part in the Wolverhampton Marathon, raising over £600 for the Fry Housing Trust Benevolent Fund

with a doctor and even persuaded me to register at the dentist - it's fair to say it had been a while since my last check up!

"He referred me for help with training and employment and also registered me with the local choice based lettings scheme. After six months I was offered my own flat, which I accepted. I have been there for over a month now and I still receive support from Fry's floating support service. They are helping me to apply for grants to get the furniture I need and set up all my household bills.

"Without Fry Housing Trust I don't know where I would be or what I would be doing now!"

Fry Housing Trust is part of the Accord Group and provides supported accommodation and floating support services to approximately 300 clients throughout the West Midlands, Warwickshire and Worcestershire. **se**

### MAKING CONTACT

**Fry Housing Trust** | [www.fryha.org.uk](http://www.fryha.org.uk) | [admin@fryha.org.uk](mailto:admin@fryha.org.uk) | 0121 559 6406

**Accord Group** | [www.accordgroup.org.uk](http://www.accordgroup.org.uk)



## Action trust gets to work

**Action Trust helps ex-offenders, homeless people and armed forces veterans transform their lives by providing employment opportunities through its Action social enterprises.**

It's an innovative partnership between The TREES Group, Action Homeless Leicester, HMYOI Glen Parva and Apex Works that provides vocational training, life and employment skills development, housing support and business management.

There have been many success stories and employees that have been with the Action team since it began trading in April 2011, but also have a few failures as not everyone is suited to the job. Maintaining a constant and quality-driven workforce is a challenge, however, Action Trust believes that the impact it makes on the majority of people it employs far outweighs any individual failures.

20 year old Joe Cassie was Action Trust's first recruit and has just secured ongoing employment with an engineering company. He says: "As soon as I entered Glen Parva I knew I didn't want to go back there when I was released, I really wanted



Joe Cassie (left) and Adie McGuire from the Action Trust team maintaining a garden in Leicester

to turn my life around. Action Trust has given me the opportunity to gain skills, a reason to get-up in the morning and a chance to earn some money, as well as the confidence and discipline to work. I am thrilled that I have now got a job doing something of my choice." **se**

### MAKING CONTACT

**The TREES Group** | [www.thetreesgroup.org.uk](http://www.thetreesgroup.org.uk) | [a.townsend@thetreesgroup.org.uk](mailto:a.townsend@thetreesgroup.org.uk) | 0116 299 4466

**Newlife Construction and Regeneration** | [www.newlife-build.co.uk](http://www.newlife-build.co.uk)

**Action Trust** | [www.actiontrust.co.uk](http://www.actiontrust.co.uk)

**HMYOI Glen Parva** | [www.hmprisonservice.gov.uk/Glen\\_Parva](http://www.hmprisonservice.gov.uk/Glen_Parva)

**Action Homeless Leicester** | [www.actionhomeless.org.uk](http://www.actionhomeless.org.uk)

**Apex Works** | [www.apex-works.co.uk](http://www.apex-works.co.uk)

## Prime contractor

**Pertemps is prime contractor for NOMS Support Programme in the West Midlands.**

Pertemps People Development Group (PPDG) has been awarded a contract to work in partnership with the Prison and Probation Services to deliver a NOMS CFO support programme aimed at people serving the last months of a custodial sentence or under the supervision of probation services within the community. The four-year programme, co-financed by the European Social Fund, will operate across Birmingham, Solihull, Coventry & Warwickshire, Hereford and Worcestershire, Staffordshire and the Black Country. The objective is to assist participants in accessing employment, skills and other related provision and PPDG will be working with social enterprises across the region to help achieve this.

### MAKING CONTACT

**Pertemps People Development Group** | [www.ppdg.co.uk](http://www.ppdg.co.uk)

## New Beginnings helps to break the prison cycle

**Jayne Silvester is developing a social enterprise called New Beginnings to help ex-offenders find or rediscover their skills.**

Having been in prison herself and felt the despair that goes with becoming identified by a number rather than a name, Jayne is keen to help others break the prison cycle. She aims to offer a personalised coaching service that draws on the knowledge, skills and qualifications she has acquired.

Jayne explains: "Too many prisoners come out with skills that are transferable, but it never occurs to them, or to the multiple organisations that they work with, that these could be built on as a route to employment. One of my fellow inmates working in the recycling and waste management area, for example, was a young girl in her 20s on her third stint in prison for a range of drugs, alcohol and violence-related offences. She had great team-leading skills, could manage her fellow workers, was well informed and trained; she took pride in her job and was able to pass these skills

on to others. However, it was obvious that without some direct intervention, someone to help this young woman see the value that these skills could bring outside prison, the likelihood of her reoffending was high."

Jayne discovered a quote while studying for a postgraduate qualification which, added to her own observations, confirmed for her the need for the type of support that New Beginnings will offer:

**"If you treat people as they are, they will stay as they are, but if you treat people as if they were what they ought to be, or could be, they will become what they ought to be and should be."**

Johanne Wolfgang Von Goethe

Jayne is still subject to some restrictions around working directly with offenders, so a number of organisations are helping her to realise her ambitions, including:

- Fry Housing Trust and the Accord Group on finding shelter and living accommodation

- Walsall College on training and accreditation to recognise and develop entrepreneurial skills
- JR Training and Consultancy on coaching and mentoring using the 'the three principles of mind, thought and consciousness'.

"The possibilities are endless," says Jayne. "I am not concentrating on what is wrong with the criminal justice system, just all the potential improvements that can be made to give better options for the taxpayer, for the criminal justice employees and most importantly for the individual ex-offender who just needs a New Beginning of their own." **se**

### MAKING CONTACT

**New Beginnings** | [jayne.silvester@live.co.uk](mailto:jayne.silvester@live.co.uk)

**Fry Housing Trust** | [www.fryha.org.uk](http://www.fryha.org.uk)

**Accord Group** | [www.accordgroup.org.uk](http://www.accordgroup.org.uk)

**Walsall College** | [www.walsallcollege.ac.uk](http://www.walsallcollege.ac.uk)

**JR Training and Consultancy Ltd** | 0121 507 1596

## Willowdene experience is a winner

**Willowdene Farm, tucked away in the beautiful Shropshire countryside, is a residential rehabilitation and training centre for adult men with a history of substance addition.**

It became a social enterprise in 2002. Its nine month rehabilitation programme has an excellent success rate, with 92% of students who complete it remaining drug free and holding down a job a year later.

In March 2010 Willowdene and the West Mercia Probation Trust embarked on a partnership, with Ministry of Justice funding, to trial an innovative structured day programme called the 'Willowdene Experience'. This involved offenders subject to a Drug Rehabilitation Requirement (DRR) attending a programme one day a week for 12 weeks. The programme had an emphasis on getting the students 'work ready' and giving them the opportunity to gain vocational qualifications. Over 70% of students on the day programme graduated and of those graduating 25% gained employment.

Matt Home, the man at the helm of Willowdene, believes that success is all about being RITE (Relational, Inspiring, Trusting and Engaging) and, with financial



Dr Matt Home down on the farm feeding the cows

support from the National Treatment Association and West Mercia Probation Service, has formed a new social enterprise called 'RITE Social Enterprise'. The aim is to develop the day service work and produce products that can be sold to subsidise the cost of services, so ensuring the long term economic sustainability of the enterprise. It will also provide meaningful work activities and experience that can be combined into the programmes delivered by Willowdene. Probation units in Telford, Shrewsbury and Worcestershire are looking at contracts for the next year based on this new model.

Chandry Mistry of the Business Development Unit at West Mercia Probation Trust comments: "Partnerships are key to West Mercia Probation Trust as others may have expertise and access to resources that can make a real difference in reducing offending and in creating safer communities." **se**

### MAKING CONTACT

**Willowdene Farm** | [www.willowdenefarm.org.uk](http://www.willowdenefarm.org.uk)

**West Mercia Probation Trust** | [www.westmerciaprobation.org.uk](http://www.westmerciaprobation.org.uk) | [chandry.mistry@west-mercia.probation.gsi.gov.uk](mailto:chandry.mistry@west-mercia.probation.gsi.gov.uk) | 01562 820071

## SEWM support

There is clearly a market for social enterprises working with prison and probation services, yet knowing where to start can be difficult. SEWM has put together a range of activities and resources, for February and March, designed to help. They are funded through the NOMS CFO Social Enterprise Programme.

- **Good practice visit and planning workshop.** Learn directly from experienced social enterprises and develop your own plans. Designed for those starting out or wanting to experience the latest good practice first hand.
- **Networking and collaboration event.** Designed for those wanting to take work with ex-offenders forward in partnership with others.
- **Guide for prison and probation services and social enterprises on working with ex-offenders.**
- **Good Practice Bulletin** including 'Do's and Don'ts'. **se**

### REGISTER YOUR INTEREST

Helen Ryman: [h.ryman@socialenterprisewm.org.uk](mailto:h.ryman@socialenterprisewm.org.uk) | Kevin Maton: [k.maton@socialenterprisewm.org.uk](mailto:k.maton@socialenterprisewm.org.uk) | [www.socialenterprisewm.org.uk](http://www.socialenterprisewm.org.uk)

**SEWM Members will receive details directly through the Weekly Round-Up**

## Grow out of trouble

**Worcester-based Care Farming West Midlands is a social enterprise formed three years ago to develop a network of care farms across West Mercia after a successful project, instigated by TV gardener Monty Don, demonstrated that it was possible to 'grow out of trouble'.**

The pilot project, which was filmed and shown on TV, was the catalyst for a wider and still growing understanding of the benefits of a meaningful outdoor activity for a wide range of clients. Working with prolific offenders, often recovering from problems with substance misuse, the project demonstrated not only the benefits to individuals in terms of health and sense of purpose, but also to the public purse as a result of reduced crime and re-offending. Some of the success stories also resulted in families being restored and people returning to full time employment.

27 year old Matt, a former alcoholic, went to a care farm after his doctor told him that he had just months to live. On a typical night he says he would 'get blind drunk, have coke, get arrested and end up in jail'. The farm has been his saviour, he says: "It's the fresh air, it's the countryside; for me it was ideal."

There are plans to extend the care farm service this year into new territory, including the urban conurbations in the West Midlands. **se**

### MAKING CONTACT

**Care Farming West Midlands** | [www.carefarmingwm.org.uk](http://www.carefarmingwm.org.uk) | [richard.nicol@carefarmingwm.org.uk](mailto:richard.nicol@carefarmingwm.org.uk) | 01905 622218



# Shape the future

Play your part in our Member survey and forum event

**S**ocial enterprise is our business in every sense as SEWM CIC's first anniversary approaches and we launch into our second year. As a social enterprise business we have tried to respond quickly to your needs and to provide services of real relevance.

Your feedback is highly prized in shaping SEWM CIC's success. Going forward, to prioritise the services you most value, we will be conducting a Member's Survey and Forum Event. Look out for these opportunities to shape the future via our website and the weekly Members' Round Up. **se**



**i** A full event programme and link to the Member Survey will be available on our website soon | [www.socialenterprisewm.org.uk](http://www.socialenterprisewm.org.uk)

## FEEDBACK FROM OUR RECENT PREMIER AND FOUNDER MEMBERS EVENT...

“An interesting introduction for me concerning the work of Social Enterprise West Midlands and the issues it currently faces. Particularly enjoyed the talk on 10,000 Small Businesses, which was inspiring, and the talk by Peter Holbrook. Beneficial presentation by Jonathan Jones in terms of the local authority perspective on procurement and what they look for in awarding work to businesses.”

Angela Lamb, City College Coventry

“It was great to hear what Peter Holbrook had to say on the environment we operate in, even if it was a little scary in parts. Meeting Mark Hart from Aston Business School and learning about a brilliant programme they are running to support enterprise growth was a revelation. He was offering precisely what I need at a time I need it most. I have since been busy filling in the application form to get myself on the course.”

Charles Rapson, Solihull SUSTAIN & Colebridge Trust

“One of the reasons Unity is a Founder Member is because of the great networking opportunities that it provides. The event this week was no exception, where it was great to both meet and chat over common issues with other social enterprises, as well as to hear from inspirational figures like Peter Holbrook. Great value all round.”

Adrian Oldman, Unity Trust Bank plc

## MEET OUR NEW MEMBERS

### Welcome to SEWM CIC's new members!

Find out more about them by taking a look at our Members Directory at [www.socialenterprisewm.org.uk/join](http://www.socialenterprisewm.org.uk/join)

- Bromsgrove District Housing Trust Limited** | Bromsgrove | [www.bdht.co.uk](http://www.bdht.co.uk)
- Care Farming West Midlands** | Worcester | [www.cfwm.org.uk](http://www.cfwm.org.uk)
- Cattleya CIC (King Charles I School)** | Kidderminster | [www.cattleya-cic.co.uk](http://www.cattleya-cic.co.uk)
- Cloudberry Innovation and Development** | Birmingham | [www.cloudberry.org.uk](http://www.cloudberry.org.uk)
- Community Council of Shropshire** | Shrewsbury | [www.shropshire-rcc.org.uk](http://www.shropshire-rcc.org.uk)
- Create a Future** | Halesowen | [www.createafuture.co.uk](http://www.createafuture.co.uk)
- Cycle Chain Ltd** | Rednal
- DevelopmentKeys Initiative CIC** | Birmingham | [www.developmentkeys.org.uk](http://www.developmentkeys.org.uk)
- DiabeticDiva** | Wolverhampton | [www.diabetic-diva.com](http://www.diabetic-diva.com)
- Formation Training and Development** | Nottingham | [www.formationpeople.co.uk](http://www.formationpeople.co.uk)
- Heartlands Academy** | Birmingham | [www.heartlands-academy.org.uk](http://www.heartlands-academy.org.uk)
- Made by Young People** | Birmingham | [www.madebyyoungpeople.co.uk](http://www.madebyyoungpeople.co.uk)
- Miss Macaroon CIC** | Birmingham | [www.missmacaroon.co.uk](http://www.missmacaroon.co.uk)
- Parkview Business and Enterprise School** | Birmingham | [www.parkview.bham.sch.uk](http://www.parkview.bham.sch.uk)
- RACE Advice and Support Network Limited** | Birmingham
- Start Again Project CIC** | Birmingham | [www.start-again.co.uk](http://www.start-again.co.uk)
- Signing Tree Conference Centre** | Birmingham | [www.signingtree.org.uk](http://www.signingtree.org.uk)
- SWEDA** | West Bromwich | [www.sweda.org.uk](http://www.sweda.org.uk)
- University of Wolverhampton** | Wolverhampton | [www.wlv.ac.uk](http://www.wlv.ac.uk)
- Wilson Stuart Active Society CIC** | Erdington | [wsactivesociety.co.uk](http://wsactivesociety.co.uk)
- Wolverhampton City Council** | Wolverhampton | [www.wolverhampton.gov.uk](http://www.wolverhampton.gov.uk)
- Worcester City Council** | Worcester | [www.worcester.gov.uk](http://www.worcester.gov.uk)
- Worth Unlimited** | Smethwick | [www.worthunlimited.co.uk](http://www.worthunlimited.co.uk)
- Zee Sunsoay** | Coventry

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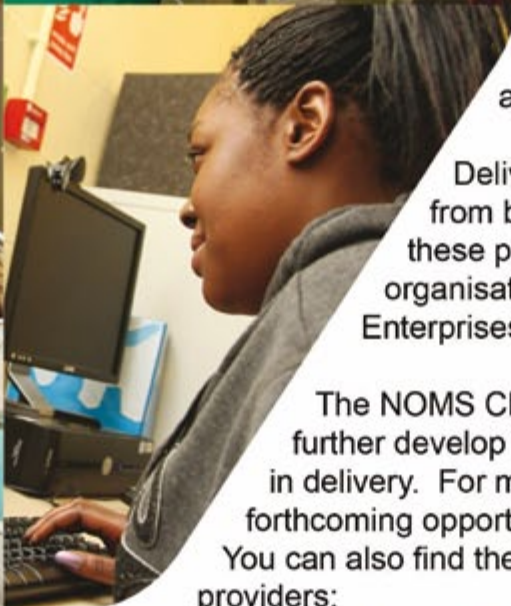
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Investing in jobs and skills

# Skills and employment help to prevent reoffending and reduce the number of victims



NOMS Co-financing Organisation, together with the European Social Fund, is co-financing a £280million programme that will improve the employability of 100,000+ offenders in England. Delivery of the programme commenced in January 2009 and will continue until December 2014.

One of the key aims of the programme is to prepare and support offenders to access and benefit from mainstream employment and skills services or opportunities, either on release from prison or directly in the community.

There is a particular focus on groups of offenders that experience significant disadvantages in the labour market. These include: ex service personnel, sex workers, migrants and travellers and sex offenders.

Delivery is through 9 Prime providers, drawn from both public and private sectors. Currently these providers sub-contract to over 100 smaller organisations, many of which are Social Enterprises.

The NOMS CFO social enterprise programme aims to further develop the capacity of the sector to participate in delivery. For more information on existing and forthcoming opportunities please visit the websites below. You can also find the contact details for the current prime providers:

East of England  
East Midlands

London  
North East

North West (incl. Merseyside)  
South East

Serco  
Leicestershire and Rutland  
Probation Trust  
Working Links  
Pertemps People  
Development Group  
Merseyside Probation Trust  
Serco

South West (inc. Cornwall)  
South Yorkshire

Welsh convergence areas  
West Midlands

Yorkshire and Humberside  
(exc. South Yorkshire)

Tribal  
South Yorkshire Probation  
Trust  
Working Links  
Pertemps People  
Development Group  
West Yorkshire  
Probation Trust

[www.co-financing.org](http://www.co-financing.org)

[www.bit.ly/NOMSsocialenterprise](http://www.bit.ly/NOMSsocialenterprise)

<http://www.justice.gov.uk/about/noms/euro-social-fund.htm>