ROOTS AND SHOOTS
Connecting Housing Associations to its communities through migrant-led social enterprise
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ABOUT THE YOUNG FOUNDATION

The Young Foundation is a leading independent centre for disruptive social innovation. We create new movements, institutions and companies that tackle the structural causes of inequality.

We work to create a more equal and just society, where each individual can be fulfilled in their own terms. We believe that little about the future of society is inevitable. Bound by our shared humanity, we believe we collectively have the power to shape the societies and communities we want to live in.

ACKNOWLEDGEMENTS

We would like to thank all of the migrant social entrepreneurs, housing association staff and support organisations that helped us with our research and the support programme. The programme would not have been possible without the goodwill of everyone involved. We would also like to thank the social entrepreneurs who took part in the programme, who provided the inspiration and motivation for all involved. Of course, any errors or omissions are those of the authors.

FURTHER INFORMATION

To find out more about First Steps in Social Enterprise and CLIMB, please contact:

John Mayford, Olmec,
jmayford@olmec-ec.org.uk

Margaret Ogebule,
The Young Foundation,
margaret.ogebule@youngfoundation.org

To find out more about Metropolitan and the Migration Foundation, please contact:

Paul Birtill, Migration Foundation,
paul.birtill@metropolitan.org.uk

Sandra Ferguson,
Head of Community Regeneration Metropolitan,
Sandra.Ferguson@metropolitan.org.uk

ABOUT METROPOLITAN

Metropolitan is a leading provider of integrated housing services, care and support and community regeneration. We manage over 36,000 affordable homes for rent and sale to those with greatest need, along with a range of care and support services. In total, we provide a diverse range of service to over 80,000 customers across London, the East of England and the East Midlands.

ABOUT OLMEC

Olmec was set up in 2003 with the aim of empowering Black & Minority Ethnic Refugee (BMER) communities and championing race equality. Olmec works with over 200 BME social enterprises through the First Steps in Social Enterprise, Step Ahead, Step Change and Co-operative Diversity Action programmes and provides a range of services to housing associations.
FOREWORD

We started with an anecdote about migrants not getting access to support to develop business ideas; linked that with the clear challenge of scaling up social enterprises, and came up with an idea for a project that would utilise the strengths of a large housing association, Metropolitan, in a mutually beneficial relationship with smaller social enterprises.

The initial name of the project was Phoenix as it represented the emergence of migrants as a powerful economic force following their migration from lands often torn apart by war. Metropolitan Migration Foundation, a restricted fund within Metropolitan that aims to support migrants and the communities they live in, provided the funding and commissioned Olmec and The Young Foundation as intermediaries. Crucially, they would provide the expertise and experience to bridge the cultural gulf between a large business-focused housing association, and a community of small yet dynamic and ambitious social entrepreneurs. In fact, the strong brands provided by the intermediaries soon led us dropping the Phoenix name.

We have learned so much from this project: the key role of housing association community regeneration and procurement teams in championing and embracing the benefits of small scale social enterprise and nurturing their growth; the small change in a large housing association procurement and community strategy that can have a large impact on the growth of social enterprises; how fast social entrepreneurs can change to meet business opportunities with the right support; how social entrepreneurs can bring energy and opportunity to a large housing association; and how social enterprises, both large and small, have overlapping agendas that can generate mutual benefits.

For an 18-month project, to have achieved such a lasting legacy has been beyond our most optimistic expectations. Particular thanks go to Margaret Ogebule from The Young Foundation and John Mayford from Olmec for making that possible. Not only have there been permanent changes in Metropolitan's procurement strategy, there has also been a development of social enterprise expertise within the community regeneration team that has enriched their existing focus on employment generation. For the 130 social entrepreneurs benefiting from the project, all have been strengthened, the 35 that received intensive support have become attuned to a new market for their services, 22 are trading, and a social enterprise hub has been created on Metropolitan's Clapham Park estate.

Alongside other pioneering efforts of housing associations and intermediary bodies to build sustainable social enterprises, ours is a small contribution that hopefully will have lessons for housing associations, other public bodies and smaller social enterprises. Our agendas are more similar than you think!

Paul Birtill
Migration Foundation
1. EXECUTIVE SUMMARY

1.1 Background
The history of housing associations is rooted in supporting the most vulnerable in society. As their reach has expanded, the challenge has been to stay connected to the communities they serve. Social enterprise and entrepreneurship offers a route for housing associations to strengthen the relationship with these communities; creating new enterprises, providing jobs for the local community and helping housing associations deliver their services.

Metropolitan’s roots are as a housing association, set up to provide good quality, affordable housing for immigrants from the West Indies. This legacy led them to set up the Migration Foundation. Tapping into this history was central to why Metropolitan partnered with Olmec and The Young Foundation to support migrant social entrepreneurs in London and Nottingham.

In this brief document, we share the lessons learned from our partnership programme.

The programme consisted of initial research, first stage social enterprise support by Olmec, and ‘social enterprise scaling’ support linked with a Metropolitan change programme delivered by The Young Foundation.

1.2 Understanding migrant social entrepreneurs
The Migration Foundation asked The Young Foundation to speak to a wide range of existing and potential migrant entrepreneurs between March and April 2012. This group of men and women consisted of some who had migrated as children and some as adults. It included those who came as refugees, students and economic migrants. All these were spread across the social enterprise spectrum, from pre-start-ups to established organisations.

Many of the barriers that migrant social entrepreneurs face are similar to those faced by British-born social entrepreneurs, but exacerbated by issues such as language skills, unrecognised qualifications or lack of experience with bureaucracy.

• We identified that migrant entrepreneurs are typically confident, adaptable, resilient individuals who are striving to create social impact in either their geographical community or community of interest.
• All are building upon the skills and experiences they possess, ranging from teaching and journalism to cooking and crafts.
• Their journey into social entrepreneurship was aided by the social capital they had built up. This gave them reach into their community and connections with agencies like the local authority. However, they struggle to develop effective relationships with key decision-makers such as commissioners.
• They face multiple barriers throughout their journey. Many of these are similar to those faced by British-born social entrepreneurs, but may be exacerbated by issues such as language skills, unrecognised qualifications or lack of experience with bureaucracy.
• Many migrant social entrepreneurs feel they have been subjected to prejudice and discrimination. Sometimes they question whether this is actual or perceived.
• Business support and access to networks is more readily available in London than outside of the capital.

1.3 Working with migrant entrepreneurs in practice
Intermediary organisations have a vital role in brokering relationships between housing associations and social entrepreneurs. In March 2012, The Young Foundation, Metropolitan, and Olmec came together to develop a 12-month programme of support for migrant social entrepreneurs.
The key benefits of this intermediary role were:

- **Seeing both sides of the story**
  With a foot in both camps, the two organisations provided support and advice where needed. As neutrals, they were able to highlight gaps in knowledge within Metropolitan and the social enterprises.

- **Social enterprise support from a BME-led organisation to complement the other approaches**
  The idea of cultural brokerage is that a community-led organisation with an insight into both specific communities and the mainstream can provide a bridge between the two. As a BME-led organisation that has shaped its services to meet the needs of migrant and minority communities, Olmec uses cultural brokerage and applies this to all its work including the First Steps in Social Enterprise programme.

- **Outreach and engagement**
  Olmec’s model of community engagement prior to an engagement event, followed by a competitive recruitment process, resulted in 80 applications for 30 places. The outreach involved door-to-door promotion direct to Metropolitan residents.

- **Tailoring support**
  The Young Foundation tailored their support to migrant communities. Unsurprisingly the support needed was not very different to other early-stage social entrepreneurs. The main difference was the amount of help with language and presentation, which was embedded in the approach.

Both programmes had common successes in enabling the enterprises to:

- communicate effectively in English
- establish appropriate formal legal and governance structures
- expand their networks through mentoring and other informal introductions and relationships
- clearly understand and articulate their service offering to the housing associations
- raise their own aspirations and expectations for growth
- become role models within their own resident communities to develop a track record of delivery

**1.4 Programme of activities delivered by Olmec and The Young Foundation**

First Steps in Social Enterprise (FSISE) was a 12-week programme of support delivered by Olmec. Activities included:

- six engagement events for social entrepreneurs in Lambeth and Nottingham
- launch events in London and Nottingham attended by 90 people
- introductory workshops on social enterprise and preparing a business plan, assessing the viability of the business, tendering to housing associations and using networking to generate business, attended by 60 social entrepreneurs and 90 stakeholders in total
- 31 migrant social enterprises received 15 pre-programme one-to-one business diagnostic sessions
- 31 migrant social enterprises received a series of 10 full day classroom-based business planning sessions covering an introduction to social enterprise and setting social objectives, market research, viability, operational management, social enterprise legal structures, budgeting, cash flow and financial management, profit and loss, preparing investment strategies, and a ‘Dragons’ Den’ session
- 31 migrant social enterprise received 15 one-to-one post-programme business exit diagnostic sessions
- bespoke post-programme support on legal structures and governance.

Community Level Investment for Migrant Businesses (CLIMB) was a 12-month programme delivered over three stages by The Young Foundation. Activities included:

- five events with the Migrants’ Rights Network and Migrants Forum followed by interviews on local radio stations including Voice of Africa Radio and Kemet Radio to promote the CLIMB programme
- launch event in London and Nottingham with 60 migrant social entrepreneurs
- general support to 30 organisations in London and 15 in Nottingham including language support and confidence-building
- five intensive business support workshops from Young Foundation staff on social impact, legal structures, financial modelling and winning contracts
- ‘Dragons’ Den’ event in London and Nottingham
- bespoke scaling support to five organisations

**1.5 Developing awareness of social enterprise at Metropolitan**

The programme has had a significant impact on Metropolitan as a housing association. This can be seen in changes to the internal culture and perceptions of social enterprise, updated procurement procedures and practices, and the emergence of
internal champions of social enterprise. The concept of social enterprise is better understood and as a result is no longer seen as automatically high-risk.

Impact on Metropolitan
• Procurement has become much more social enterprise-friendly
• Processes have been reviewed for how they may implicitly include or exclude social enterprise. An internal procurement guide has been produced to form a core part of training in the future.

Metropolitan has adapted its procurement processes to support social enterprises to bid for tenders. As a result the programme helped a number of social enterprises to become approved suppliers.
• Internal buy-in across business functions
• The finance team now understands the value of using social enterprises that are connected with their communities. When procuring from a social enterprise there may be added value by creating employment locally and strengthening the community.
• Creating internal champions of social enterprise
• The community regeneration team has become a strong advocate of social enterprise across the organisation. They are known as experts and champion the sector internally by making links between departments and helping to bring more social enterprises into the fold.

Learning for housing associations
• All parts of housing associations (beyond simply community development teams) could benefit from engaging with social enterprise.

• At pre-start and new-start phase, social enterprises are often small and other housing association departments, such as procurement or finance, do not come into contact with them.
• It can be difficult for smaller social enterprises to get access to housing association supply chains and procurement processes.
• The different departments within housing associations need a greater understanding of the possibilities presented by social enterprise.

Housing associations need to be proactive in their approach to social enterprises
• Social enterprises lack networks to access housing associations, but also the confidence to see them as a potential business partner.
• Internally, housing associations need champions to promote social enterprise and break down silos between departments.
• Partnership programmes have the potential to raise the aspirations and capabilities of the social entrepreneurs, enabling them to develop a track record and create local success stories.

Social enterprises must also be proactive in their approach to housing associations
• They need to understand what housing associations’ interests are.
• They must be able to explain how their work fits into a housing association’s aims.
• They also need to build business capacity to deliver to housing associations.
Recommendations

Housing associations have an important role to play in leading the work with engaging social enterprises. However it takes a collective approach from migrant social enterprises and the help from intermediary organisations to make an impact. The recommendations below can be implemented over a short-, medium- and long-term period.

<table>
<thead>
<tr>
<th>Audience</th>
<th>Recommendation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Housing associations</td>
<td>A proactive approach to finding social entrepreneurs starting with tenants and community will cultivate a pipeline of local social entrepreneurs and create employment opportunities.</td>
</tr>
<tr>
<td>Housing associations and public sector organisations</td>
<td>Build partnerships with intermediary organisations that have existing networks in the community and strong track record of working with social entrepreneurs.</td>
</tr>
<tr>
<td></td>
<td>Invest in developing internal social enterprise-friendly procurement policies and procedures (Figure 3) and pilot them on contracts/tenders under £3,000.</td>
</tr>
<tr>
<td></td>
<td>Engage all parts of the organisation, beyond community regeneration team. Create opportunities for volunteering and mentoring which build on the organisation’s wider business strategy of employment, training and customer engagement.</td>
</tr>
<tr>
<td>Migrant social entrepreneurs</td>
<td>Create a checklist of the basic housing association procurement and tender requirements – such as one year’s financial accounts, legal structure and insurance – before approaching with an offer.</td>
</tr>
<tr>
<td></td>
<td>Provide the housing association with a clear service offer that is linked to their business objectives such as employment, youth, training and volunteering.</td>
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<td></td>
<td>Build relationships with key players in housing and the public sector by attending network events, membership of The Young Foundation network, SEUK membership and other mainstream social networks including via Twitter.</td>
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<td></td>
<td>Secure a relationship with one housing association as leverage to secure further work with other housing associations and public sector organisations.</td>
</tr>
<tr>
<td>Intermediary organisations</td>
<td>Tailor support to migrant social entrepreneurs to gain better understanding of migrants needs, building in time for language support, raising aspirations and entrepreneurs’ expectations.</td>
</tr>
<tr>
<td></td>
<td>Involve partner agencies that specialise in working with migrant groups including the Migrants’ Rights Network and Migrant Forum.</td>
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2. UNDERSTANDING MIGRANT SOCIAL ENTREPRENEURS FROM THE YOUNG FOUNDATION ACTION RESEARCH

2.1 Introduction

Being a migrant worker in the UK can be a challenging experience. Provocative headlines bemoan the cost of immigration and wrongly characterise migrants as benefit seekers, a fact that is rarely corrected. The reality is that there are very few statistics on the UK’s migrant population. However, a recent study estimated that non-UK nationals make up 10 per cent of the workforce and between 2001 and 2011 contributed £25 billion to the economy. A growing subsector of the migrant population is contributing to both the financial and social economy by setting up social enterprises.

Social enterprises are an important part of the UK’s economy. Their scale varies widely, ranging from a handful that turn over more than £100 million, to a majority that turn over less than £0.5m. All are working across the public, private and social sectors to deliver improved social outcomes. In spite of this contribution to the economy, the existence and needs of the 62,000 social enterprises operating in the UK are not well understood. There is no single definition of a social enterprise; the most common interpretation stipulates that social enterprises are businesses whose objective is primarily social, where some or all of the profits are reinvested back into the community. Potential commissioners of services from social enterprises often don’t know where or how to engage with them.

Key findings from The Young Foundation action research:

- Amongst those we interviewed, we found that migrant entrepreneurs are typically confident, adaptable, resilient individuals who are striving to create social impact in either their geographical community or community of interest.
- All are building upon the skills and experiences they possess, ranging from teaching and journalism to cooking and crafts.
- Their journey into social entrepreneurship was aided by the social capital they had built up. This gave them reach into their community and connections with agencies like the local authority. However, they struggle to develop effective relationships with key decision-makers such as commissioners.
- They face multiple barriers throughout their journey. Many of these are similar to those faced by British-born social entrepreneurs, but may be exacerbated by issues such as language skills, unrecognised qualifications or lack of experience with bureaucracy.
- Many migrant social entrepreneurs feel they have been subjected to prejudice and discrimination. Sometimes they question whether this is actual or perceived.
- Business support and access to networks is more readily available in London than outside of the capital.

Between March and April 2012 The Young Foundation spoke to a wide range of existing and potential migrant entrepreneurs. This group of men and women consisted of some who had migrated as children and some as adults. It included those who came as refugees, students and economic migrants. They were spread across the social enterprise spectrum, from pre-start-ups to established organisations. These enterprises included:
• an employment training and support provider
• an Islamic nursery
• a community café and catering provider
• a Lithuanian Saturday school
• an African garment manufacturer
• a local produce market
• an Afghan community group
• an Asian women’s project
• a Gambian welfare association
• a sewing and fashion business

In this section, we set out the findings from our research, which highlights how their motivation, experience and skills had led them to create enterprises to improve their communities.

2.2 The social entrepreneur’s journey
The personal circumstances of the majority of migrants we spoke to pushed them towards becoming social entrepreneurs. Many have a history of volunteering or community activism that exposed them to unmet needs that they wanted to address. All have built businesses that capitalise on the skills they already had – such as journalism, teaching, cooking or crafts – as well as networks of contacts they had developed through their voluntary and community work, religious worship or time as resident of a particular area.

These entrepreneurs, all of whom have spent at least several years in the country, have social capital that spans beyond their immediate ethnic, national, or religious communities. This is largely as a result of better language skills, cultural understanding and confidence to engage with others.

Some respondents had a single idea they were passionate about taking forward, while others were trying to convert community groups into social enterprises. The former tended to be more successful than the latter where the interest in social enterprise was driven by the need for survival.

2.3 Personal qualities
The migrants we interviewed are dynamic, adaptable and personable characters who are sustaining significant amounts of activity in their personal and professional lives. All are committed to their social mission and have a sense of confidence and legitimacy in pursuing it.

They are not afraid to take risks or challenge others within their communities on practices they feel are holding people back. Those who deliver services that relate to aspects of their culture tend to be driven by a personal desire to retain a connection to their homeland. This often occurred once they had reached a good level of integration into British society.

2.4 Levels of social capital and the scale of enterprise
They are ambitious, always thinking about new ideas or opportunities. As their enterprises mature they are likely to concentrate on focusing these ideas into a core business proposition. Some attributed their entrepreneurialism to being a migrant, while others felt it was about the personality of the individual and believed migrant communities are no less risk-averse or more entrepreneurial than the rest of the population.

Motivations around social entrepreneurship were described to us in a frame of push and pull factors. Many thrived as self-employed entrepreneurs while others felt the ‘push’ of a lack of other employment options. However, their aspirations are not about making large amounts of money, and every entrepreneur had invested significant amounts of their own time and energy – without pay – to get their ventures off the ground.

Hence, they demonstrated a sense of resilience to overcome challenges and the opinions of others. They pride themselves on taking action, rather than just talking about what needs to be done.

2.3 Accessing support
All of our interviewees were referred to us via Metropolitan or social enterprise support agencies, so it is not surprising that they had benefitted from external support. For some, this support was in the form of small grants, contracts or subsidies for training, while for others it was advice, such as business planning or mentoring. This support was provided by social enterprise support agencies, business support agencies and voluntary organisations such as their local council for voluntary services.

Local authorities and housing associations also supported many of these entrepreneurs. This was partly through finance or in-kind giving, but also through help navigating through a cluttered and fractured landscape of enterprise support.
The early-stage enterprises we spoke to have an abundance of bonding social capital. Here the enterprises rely on their own geographical community or community of interest for custom, voluntary support and sometimes funding. These enterprises often have lean operating models, running from people’s homes and largely staffed by volunteers.

More established enterprises have both bonding and bridging social capital, which helps them broaden their customer base and access markets outside of their own communities.

The most mature enterprises have all three kinds of social capital. The addition of linking social capital means they are able to create links to organisations or decision-makers that could, for example, lead to being sub-contracted to deliver services.

2.5 The barriers to growth

Many of the barriers that migrant social entrepreneurs face are similar to those faced by British-born social entrepreneurs, but exacerbated because they were born outside the UK. These include:

- fundraising
- accessing appropriate support
- business planning
- marketing
- responding to tenders
- reliance on voluntary support

A lack of English as a primary or even secondary language can make communication a problem for some, especially given the need to learn the language of business. This could manifest itself when applying to register as a company or setting up payroll, through to understanding business-specific concepts.

Many of the migrants we spoke to were highly qualified in their country of origin, but these qualifications are not recognised in the UK and they have no British references to fall back on.

Interviewees also spoke of a need to understand the cultural, political and institutional workings of the UK – such as completing forms, finding support, and laws such as health and safety. Many find bureaucracy cumbersome and time consuming. Therefore they may neglect important activities such as collecting data on beneficiaries for funders.

Although not specific to migrant social enterprises, the biggest barrier is the access to funding and support, which can be difficult for start-ups. For migrants, accessing alternative forms of finance can be made difficult if they have not been in the country long enough to gain a credit rating. In addition, for Islamic-led enterprises, a lack of Sharia finance means there are additional barriers.

One organisation we spoke to was frustrated at its inability to scale beyond its present size. The organisation has been successful as a sub-contractor but is three tiers below a prime contractor and not able to progress up the chain. The leader feels that bigger contracts are going to organisations that have stronger relationships with commissioners. In part, this was felt to be an issue of stereotyping, prejudice and discrimination. Ascertaining how much of this organisation’s struggles is due to prejudice and how much is related to other factors was not possible through this research. However, what is clear is that perceptions play a role in the fortunes of migrant social enterprises.

These can be funders’ perceptions that migrant social enterprises are too risky, or perceptions held by migrant entrepreneurs that they are being treated unfairly because of their nationality. It could also be perceptions from people within their communities who are reacting to the entrepreneur’s attempts to change the status quo by, for example, tackling domestic violence or working with different ethnicities.
3. WORKING WITH MIGRANT ENTREPRENEURS IN PRACTICE

3.1 Overview
In March 2012 The Young Foundation, Metropolitan, and Olmec came together to develop a 12-month programme of support for migrant social entrepreneurs. During the programme we learnt some important lessons on how housing associations and social enterprises can work together to achieve their shared aims.

The Young Foundation and Olmec designed and delivered support programmes to over 60 migrant social entrepreneurs and enterprises through two programmes: FSISE (First Steps in Social Enterprise) and CLIMB (Community Level Investment for Migrant Businesses).

FSISE was designed to provide support to early stage entrepreneurs, and CLIMB worked with more developed social enterprises. Central to both work streams was extensive outreach within the local communities in London and Nottingham with capacity development tailored to meet the needs of entrepreneurs from the initial ideas stage through to securing contracts.

Key points:

- Understanding and engagement with local networks and partners is critical for reaching migrant social entrepreneurs.
- Both programmes had common successes in enabling the enterprises to:
  - communicate effectively in English
  - establish appropriate formal legal and governance structures
  - expand their networks through mentoring and other informal introductions and relationships
  - clearly understand and articulate their service offering to the housing associations
  - raise their own aspirations and expectations for growth
  - become role models within their own resident communities to develop a track record of delivery

The need for support and capacity development is on-going and both programmes ensured there was a clear exit for entrepreneurs including signposting to follow-on support programmes.
Programme of activities delivered by Olmec and The Young Foundation

The Young Foundation and Olmec programmes ran from June 2012 to November 2013 and involved a combination of launch events, introductory workshops and one-to-one support through mentoring and advice.

The programme started with outreach and engagement with the communities in London and Nottingham, followed by more intensive support to a smaller group of organisations through the two programmes. The inter-relationship between them is illustrated in Figure 1 below. Support at the start-up phase is highlighted in yellow and support for later stage organisations highlighted in green.

Figure 2. Programme of activities

FSISE was a 12-week programme of support. Activities included:

- six engagement events for social entrepreneurs in Lambeth and Nottingham
- launch events in London and Nottingham attended by 90 people
- introductory workshops on social enterprise and preparing a business plan, assessing the viability of the business, tendering to housing associations and using networking to generate business attended by 60 social entrepreneurs and 90 stakeholders in total
- 31 migrant social enterprises received 15 pre-programme one-to-one business diagnostic sessions
- 31 migrant social enterprises received a series of 10 full day classroom-based business planning sessions covering an introductory social enterprise and setting social objectives, market research, viability, operational management, social enterprise legal structures, budgeting, cash flow and financial management, profit and loss, preparing investment strategies, and a ‘Dragons’ Den’ session
- 31 migrant social enterprises received 15 one-to-one post-programme business exit diagnostic sessions
- bespoke post-programme support on legal structures and governance.

CLIMB was a 12-month programme delivered over three stages. Activities included:

- five events with Migrants’ Rights Network and Migrants Forum followed by interviews on local radio stations including Voice of Africa Radio and Kemet Radio to promote the CLIMB programme
- launch event in London and Nottingham with 60 migrant social entrepreneurs
- general support to 30 organisations in London and 15 in Nottingham including language support and confidence-building
- five intensive business support workshops from Young Foundation staff on social impact, legal structures, financial modelling and winning contracts
- ‘Dragons’ Den’ event in London and Nottingham
- bespoke scaling support to five organisations.
3.2 Start-up support

FSISE is a programme of training and support for aspiring social entrepreneurs from migrant backgrounds run by Olmec. FSISE was set up with two key aims: to develop the capacity of migrant communities to run viable social enterprises, and to facilitate access to new markets. Central to the project was the need to raise awareness of social enterprise with Metropolitan staff and among migrant communities, particularly those living in Metropolitan housing stock.

The programme focuses on helping social enterprises build capacity, access a market to test-trade, business planning and help with identifying the next steps of enterprise development.

Support programme – intensive and flexible delivery

FSISE clients are all at a pre-start or new-start phase of developing their social enterprises. Many come along with little more than the idea, some have excelled in a particular trade or profession, while others have developed skills that they want to use for community benefit.

Many of the social entrepreneurs were attempting to balance a job and the demands of establishing an enterprise. Most of the participants we worked with were social enterprises registered as community interest companies, industrial and provident societies, or sole traders.

To meet these needs the programme included a robust capacity-building process, to enable those that are in a strong enough market position to test-trade or prototype and identify the next steps for development. Each set of weekly business planning workshops offered peer-based training and mentoring support designed to meet the specific needs of individuals from migrant backgrounds wanting to explore their social enterprise ideas.

Engagement – the role of local intelligence and networks

Olmec launched the programme separately in Lambeth and Nottingham and it was clear from the outset that a different engagement strategy would be needed in each location. Local understanding and connections were vital to reaching potential migrant social entrepreneurs, especially as our research indicated that social capital is a vital component of successful enterprises.

London

The initial London launch event took place in the borough of Lambeth. A total of 50 attendees participated, including 15 residents of Metropolitan Housing. Some 51 applications were received and 19 applicants were awarded places. The publicity campaign aimed not only to publicise the events to potential clients through registered social landlords, BAMER social enterprise networks and race equality organisations, but also to raise the profile of social enterprise among the housing association’s residents, staff and partners. Each event was promoted through a range of channels including media advertisements and strategically placed posters. The target for each recruitment event was 50 potential clients.

Nottingham

The publicity for the Nottingham event was more highly focused to reach migrant communities. The event was promoted widely through 146 Nottingham and Derby based BAMER VCOs, social enterprise and social housing-focused organisations. Media channels included Kemet FM, BBC Nottingham, local press, a feature in the Guardian SE network, and the Social Enterprise UK website. The event was also publicly supported by the Sheriff of Nottingham. Olmec worked exceptionally closely with community regeneration teams in both areas.

OLMEC project deliverables

Phase 1 London launch event attended by 50 people

Phase 2 East Midlands launch event attended by 50 people

Overall the programme delivered:

• 30 diagnostics developed
• 30 development plans devised through the 12-week programme
• feasibility studies conducted by the programme participants
• legal structure support to help social entrepreneurs identify most appropriate pathway for their business idea
• 20 business plans developed through the programme
• full evaluation by migrant social entrepreneurs.

Lessons learnt from London and Nottingham

The areas presented a different set of challenges. Olmec has been established in London for 10 years. The social enterprise infrastructure is well developed in London and it has an active migrant social community making engagement and recruitment relatively simple. Recruitment in the East Midlands was enhanced by the local knowledge and support of Metropolitan’s regional community regeneration team.

Both launch events were oversubscribed and received press attention in support. It was clear that nascent social entrepreneurs needed support and there was demand for the programme.
Social entrepreneurs test-trade

LAYEntertainment is an ambitious social enterprise led by young people from the Latin American community. The programme was set up in response to the needs of young Latin Americans living in London who often found themselves in low paid work. The aim was to create and promote a positive sense of cultural identity for 14 to 18-year-olds.

Within five months of completing the Olmec 12-week programme, LAYEntertainment test-traded their business by delivering an activity to the Columbian Embassy. Olmec’s bespoke support on business planning, governance and capacity-building gave LAYEntertainment the foundations it needed to approach the Columbian Embassy with a concise offer and delivery plan that secured a contract.

Test-trading with the Columbian Embassy was a stepping stone for LAYEntertainment to build its reputation of winning contracts and also confidence in delivering to clients.

Outcomes – test-trading and follow-on support

At the start-up stage a key measure of success was whether the organisation was able to fully test-trade their service offering. Olmec were able to capacity-build 17 out of 31 participants to the point where they were test-trading their social enterprise only 15 months after the beginning of the programme; far in excess of its target. The programme’s main successes were with migrant pre-start social entrepreneurs with potentially viable business propositions.

The programme exceeded initial expectations. A number of these test traders have gone on to access funding or negotiate contracts for delivery. For example:

- Eat-Club won a contract from Metropolitan
- LAYEntertainment won a two-year contract with the Columbian Embassy
- First Hand Training have moved to fully trading
- TPIZ (now called DaddyCPR) has a contract to run workshops for several housing associations.

2.3 Later stage support

The Young Foundation provided support to later stage social ventures to scale and grow by delivering a bespoke business support programme to help them win contracts with Metropolitan. The CLIMB programme had three objectives:

- To support established migrant social enterprises secure contracts with Metropolitan
- Help them to scale by establishing a business incubator
- Embed social enterprise across Metropolitan at all levels of the organisation.

Migrant social entrepreneurs often need bespoke support – over and above programmes normally offered to social entrepreneurs – in order to win contracts and scale. Although they face similar challenges to non-migrant social entrepreneurs, migrants have the additional burden of limited English, limited network of customers/clients and a lack of confidence due to the perception they are being treated unfairly because of their nationality.

The CLIMB programme provided initial support to 45 migrants, 10 of whom were chosen to pitch to a ‘Dragons’ Den’. The standard was extremely high and five successful social entrepreneurs went on to receive intensive support of between six and 12 months through the programme.

Olmec support programme and capacity-building

Health First Training (HFT) provides accredited and bespoke first aid training to the community.

In August 2011 Natasha set up the community interest company after losing a close friend during the London riots of that year. The friend’s life could have been saved if someone had known how to administer basic first aid. HFT educates people in the community about the importance of first aid and uses it to unite communities, for example those impacted by the riots.

When Natasha started the First Steps programme with Olmec she was using her part-time to job to supplement her social enterprise. She made the commitment to give up her Saturdays to attend the First Steps programme that enabled her to leave her job, recruit three directors and start working full-time on her business. The capacity-building support provided by Olmec enabled Natasha to build a team of volunteers and facilitators who deliver first aid across London. Within two months of completing the First Steps programme, HFT won their first major contract with a housing association that was a catalyst for other contracts with children’s centres.

In the first year of trading, the volunteer and trained facilitators have helped over 400 people to learn lifesaving skills. Natasha is now a full-time director for the organisation and focuses on strategic and business development.

“The First Steps in Social Enterprise Programme gave me the confidence to build my team and quit my job. I was not sure if I could make the business survive, or survive without doing part-time work, but the skills I gained during the twelve weeks gave me a sustainable governance model," said Natasha.
Networks
The importance of strong networks as both an opportunity to meet like-minded people and an access route for new business is vital for a social entrepreneur’s success. Newly arrived migrant entrepreneurs have limited networks because of their limited language skills and lack of knowledge of existing systems. They struggle to create networks beyond their communities and therefore are unable to expand their business to new markets. The Young Foundation’s history of working with social entrepreneurs gave the migrant social entrepreneurs on the programme access to a wide network of organisations from the private, public and third sectors, which were vital in helping them to scale.

The entrepreneurs were introduced to a blend of organisations through a variety of methods such as asking influential entrepreneurs to act as mentors, introducing them to key stakeholders in the community who were willing to help with design, and brokering conversation with investors and funders in areas such as mental health and wellbeing, education, construction and finance.

Once the entrepreneurs were introduced to key players in their respective fields they gained the confidence they needed to build their relationships and also broker their own relationships. The entrepreneurs actively joined existing networks such as the Women’s Network, The Guardian Social Enterprise Network and The Entrepreneurs Network.

Building a sustainable network
Tutors United (Joel) delivers private tutoring to disadvantaged young people who are in need of academic help and are unable to afford these services at normal market rate (£35 per hour). They train university students to tutor primary school pupils in English and maths.
Using its Organisational Health Score card assessment, The Young Foundation worked with Joel to identify areas that would help his business grow and reach new customers. He lacked a sustainable business network with third sector organisations, corporate funders and so The Young Foundation brokered relevant introductions.

Through The Young Foundation Accelerator programme Tutors United was introduced to Esmee Fairbairn, Teach First, Wolff Olins and JP Morgan who all showed an interest in working with Tutors United and introducing him to their networks. Joel was pro-active in following up the conversations with each organisation and in September 2013 Joel won the Teach First Innovation Award.

**Bespoke support**

Our initial challenge was to improve their communication. Many migrant entrepreneurs believe their accents and limited English are one of the main barriers to winning contracts and accessing mainstream networks. Many of the migrants we worked with had a number of qualifications and experience delivering their services within their communities. However they had never been the main contractor on a larger tender or even won a tender.

Pitching was vital in helping the social entrepreneurs to effectively communicate their business idea to Metropolitan. Although they were all ambitious and always thinking of new opportunities, the majority of the migrant entrepreneurs we worked with had never pitched to a panel of judges for funding or investment.

The prospect of a ‘Dragons’ Den’-style demo day provoked fear, but the anxiety was not about pitching. They were mostly self-conscious about their accents and lack of fluent English. There was genuine belief that they were at a disadvantage in pitching against a fluent English speaker. One entrepreneur stated: “They will not offer me a contract because of my accent. How will they understand what I am trying to say?”

Most of the workshops were geared towards practicing the pitch. The entrepreneurs focused on communicating their social impact and explaining their business in a succinct and clear way. Once they were comfortable communicating the social impact and the success of their business, their fear and embarrassment of their accents reduced. Through the workshops they were able to articulate their vision of change and create a bespoke social impact ‘story board’ showing the impact of their business. Given the language barrier, we found that telling a story of change was the most effective way of articulating their offer.

Some entrepreneurs chose not to use text but a series of pictures and videos to present at the Dragons’ Den. Other entrepreneurs invited beneficiaries of their programme to share their unique stories and how the programme had made an impact on their lives.

**Use of mentors and role models**

The second challenge was to raise their aspirations and expectations by finding role models. We removed the perceived barriers of discrimination by introducing the entrepreneurs to other successful migrant entrepreneurs who shared stories of their success.

A combination of The Young Foundation masterclasses, one-to-one mentoring with staff from across Metropolitan and workshops resulted in a succinct ten-minute presentation for each social entrepreneur.

As a result of the bespoke support provided by The Young Foundation we saw an improvement in the entrepreneurs’ ability to articulate their offer to the audience with confidence and skill.

**Technical workshops**

As part of the bespoke support package, The Young Foundation brokered free legal support with Trust Law for the social entrepreneurs to help them formalise their business structure. Trust Law provided pro bono legal support for the social entrepreneurs and non-profit organisations. All of the entrepreneurs used Trust Law to establish a legal structure, putting the appropriate insurance in place and helping create a business plan.

Volunteers from JP Morgan were instrumental in supporting the social entrepreneurs to create a financial model. Through identifying their needs and negotiating on their behalf, The Young Foundation helped the entrepreneurs to scale their business and gain access to pro bono support from these two large organisations.

All of the social ventures used The Young Foundation Social Business Model Canvas as a starting point for their pitch and added learning from the workshop and support from Trust Law. They also had the legal structures in place to follow through on the delivery of their services.

**The five winning social enterprises were:**

Community Therapies and Training Services (CTTS): Founder Naomi Mwasambili’s background in the NHS gave her inside knowledge of what was lacking in the services to migrants.
In addition to the detailed analysis of the market the judges believed CTTS had a clear model of measuring impact through assessments and existing frameworks. CTTS now delivers wellbeing workshops to Metropolitan residents in Clapham Park, in addition to training Metropolitan staff on how to work with hard to reach residents. Based on the success of the wellbeing workshops, a joint-bid with Metropolitan has led to further work in Southwark.

**Urban Construction:** Urban Construction Solutions is a construction based social enterprise with qualified youth mentors focusing on pathways to employment for at risk young people. There was a clear link between Metropolitan building social housing and Urban Construction. Metropolitan could see the benefit of sub-contracting Urban Construction as a contractor for the Clapham Park regeneration programme. They were awarded a contract to refurbish a Clapham Park retail unit into a business hub for local entrepreneurs.

**Jav Boxing:** Jav Boxing showed they were no ordinary boxing club. Already delivering fitness programmes that resulted in reduced crime and anti-social behaviour in Nottingham, they were the clear choice for the Community Regeneration youth programme. Their pitch showed the impact on the community with a list of partners including the Police.

**Persian Cafe:** As the only food business catering for the Persian community in Nottingham the judges chose the Persian Cafe because of its clear target audience. The Persian Cafe had a strong governance structure with a board of directors from across the community and a strong volunteer group ready and willing to make the project a success. Metropolitan is now creating a joint Persian Café and business incubator in the centre of Nottingham.

**Tutors United:** The youngest candidate in the process, Joel (18) delivered an exceptional pitch to the judges. Joel had research that showed he could help primary school students move from a level 3 to level 4 within a year of his programme. Tutors United are delivering tutoring classes to seven Metropolitan areas and has recently won a Teach First Innovation Award.
Between November 2012 and October 2013, Metropolitan agreed to host a member of staff from The Young Foundation at their offices in Stockwell and Nottingham as part of the In Residence programme. This approach, known as The Young Foundation in Residence (YFiR) model is designed to help public organisations innovate from within by hosting a member of staff that sits within the organisation and scouts for social entrepreneurs, providing training, advice to staff and brokering relationships with entrepreneurs.

4.1 Identifying entry points into Metropolitan’s supply chain
During the 12 months of the YFiR, The Young Foundation representative worked closely with the community regeneration team to scout for social entrepreneurs. This process began with researching the community regeneration team’s previous suppliers but then evolved to working with the community engagement officers to identify residents that had expressed an interest in starting a business and attending residents’ meetings. The aim of scouting for local entrepreneurs was to utilise their in-depth knowledge of Metropolitan areas and the needs of the community. The YFiR quickly identified Metropolitan’s needs and an existing internal market for social enterprise, while simultaneously nurturing relationships in the community to meet those needs.

Key Findings:
• All parts of housing associations (beyond simply community development teams) benefit from engaging with social enterprise.
• Social enterprises are often small and other housing association departments, such as procurement or finance, do not come into contact with them regularly.
• The different departments within housing associations need a greater understanding of the possibilities for engagement presented by social enterprise.

• Housing associations need to be proactive in their approach to social enterprises.
• Internally, housing associations need champions to promote social enterprise and break down silos between departments.
• Partnership programmes with intermediaries have the potential to raise the aspirations and capabilities of the social entrepreneurs, enabling them to develop a track record and create local success stories.

Within the first two months the YFiR understood the culture at Metropolitan, developed close working relationships with staff from across the organisation which later proved vital when recruiting mentors for the social entrepreneurs and championed the success of the project across the organisation.

Based on the action research, knowledge from speaking to staff at Metropolitan and community needs, the YFiR identified the internal areas where social business could flourish. These included:

• grounds and property maintenance
• cleaning, gardening, landscaping
• managing or owning local assets such as community centres
• childcare
• training
• I.T., software and web development
• social care
• digital community engagement

There was a clear market for these services and Metropolitan was keen to procure them from social enterprises.

4.2 Developing social enterprise-friendly procurement
The migrant social entrepreneurs we interviewed for the action research and the ones we worked with on the CLIMB programme felt in the past they had experienced prejudice and discrimination
when applying for contracts. This often led to them questioning whether this was actual or perceived. Within the first two months of being in residence it became evident that there are intrinsic rules and procedures ingrained in many public sector procurement practices that make it difficult for small social enterprises, not just migrant social enterprises, to compete for contracts against larger, more established organisations. Procurement teams require long lists of documentation and information when putting out a tender, some of which are legal requirements and others are practices that have developed over time. These include:

- three years’ annual accounts
- evidence of company legal entity
- insurance for public liability
- CVs of directors and managers
- quality management system/ customer service records
- technical qualifications, such as appropriate institutional or training certificates
- references from other similar public sector bodies

It is often the case that legislation, including that of the European Union, sets minimum requirements for procurement processes. However, organisations do retain some discretion in how they apply procurement processes across their supply chain, which is also subject to the Public Services (Social Value) Act 2012. The Metropolitan procurement team were open to suggestions on how to make the process more social enterprise-friendly. They agreed to adapt their eligibility criteria as a pilot for social enterprises that came via The Young Foundation and Olmec programme in the following ways:

Adapting the procurement requirement for Olmec and Young Foundation social enterprises was a step towards making Metropolitan procurement policy more social enterprise-friendly. However to achieve a systematic change at Metropolitan further steps needed to be implemented for all social enterprises. The procurement team agreed to work with The Young Foundation and co-designed a four-year strategy titled Gold, Silver, Bronze that could be fully implemented into Metropolitan’s procurement business strategy between 2014 and 2018. The strategy sets out a minimum of three activities the procurement team can implement to achieve an internal kite mark. For example:

<table>
<thead>
<tr>
<th>Metropolitan standard procurement requirements</th>
<th>Metropolitan procurement changes for social enterprises</th>
</tr>
</thead>
<tbody>
<tr>
<td>Three years’ annual accounts</td>
<td>Procurement will accept one year’s accounts if contract is less than £2,000</td>
</tr>
<tr>
<td>Evidence of company legal entity</td>
<td>Mandatory</td>
</tr>
<tr>
<td>Insurance for public liability</td>
<td>Mandatory. Metropolitan procurement team introduce the social entrepreneurs to insurance partners who agree to provide insurance at an affordable rate for social enterprises</td>
</tr>
<tr>
<td>CVs of directors and managers</td>
<td>Mandatory</td>
</tr>
<tr>
<td>Quality management system/customer service records</td>
<td>Discretion for social enterprise contracts less than £1,000</td>
</tr>
<tr>
<td>Technical qualifications, such as appropriate institutional or training certificates</td>
<td>Discretion for social enterprise contracts less than £1,000</td>
</tr>
<tr>
<td>Reference from other similar public sector bodies</td>
<td>Reference from any organisation was sufficient, in addition to reference from Metropolitan community regeneration team, Olmec and The Young Foundation</td>
</tr>
</tbody>
</table>

2014–2015 – Bronze:
- Annual networking events with supply chain, linking existing Metropolitan contractors with smaller social enterprises

2015–2016 – Silver
- Annual Social Value Conference bringing together social enterprises with local authorities and those bodies spending public money, to discuss how to unlock social value for local communities

2016–2018 – Gold
- Metropolitan written policy/code of conduct on social value commissions and procurement
Social enterprise-friendly procurement

Community Therapies and Training Services (CTTS) create healthy minds for healthy lives. The service supports people who are experiencing problems both mentally and physically by delivering community-based support programmes, training and wellbeing workshops.

Securing contracts with housing associations and public sector organisations presented several barriers. They lacked a track record of delivering services, had limited financial history, and the concept of social enterprise as a business model was new to many of the organisations they approached. Housing associations and public sector organisations requested a minimum of three years’ accounts and insurance cover of over £2 million. They had neither.

The Metropolitan procurement team were willing to accept a minimum of six months’ accounts in addition to references from The Young Foundation and the Community Regeneration Team. The business support from The Young Foundation helped CTTS demonstrate to the procurement team they had the necessary skills and capacity to deliver the services to a high standard while meeting community needs and value for money.

“Through the work with The Young Foundation we are now delivering wellbeing workshops to Metropolitan residents in Clapham Park and a joint-bid has been commissioned to do further work in Southwark. Winning the contract with Metropolitan gave us the track record to approach other housing associations that had turned us away in the past. It only takes one housing association to say yes,” said Naomi.

The Metropolitan unit at 47 Poynders Parade in Clapham Park had been empty for four years. Metropolitan commissioned Urban Construction, one of the winning social enterprises, to refurbish the retail unit. This included the construction of a meeting room alongside the installation of domestic facilities finished with carpeting, tiling and painting. The multi-purpose space will host three of the London-based winning social enterprises and also support local Metropolitan customers interested in setting up their own business. As a result of this space, businesses such as Community Therapies and Tutors United have secured further contracts in Southwark and Lambeth.

4.3 Internal buy-in across business functions

There was general agreement within Metropolitan that it should procure from more social enterprises, especially resident-led social enterprises, but staff did not have the knowledge of how this could be implemented. The staff we spoke to at the start of the project with a history of volunteering leapt at the chance to mentor the migrant social entrepreneurs.

Buy-in for the programme went beyond the community regeneration team. As more members of staff became aware of the YFiR, the mentoring opportunities and the business incubator in Clapham Park, more of a buzz was generated across the organisation. We were inundated with volunteers who wanted to provide us source free furniture for the incubator, computers or other business advice. The communications team at Metropolitan actively tweeted and promoted events, announcements of the winners and featured the social entrepreneurs in Metropolitan’s residents’ newsletter.

4.4 Incubating promising entrepreneurs – on-going support

One of the biggest challenges we identified for migrant social entrepreneurs was the lack of office space at affordable rates. The social entrepreneurs were all working from within their homes and could not afford suitable space. This had a negative impact on their ability to win contracts, register their business and hold professional meetings with clients.

The YFiR issued a proposal for Metropolitan to incubate the social entrepreneurs in one of their unused retail units. The purpose of the incubator would be to serve as a safe space for the ventures to scale their businesses. With the offer of one year’s free rent, a base for the ventures was established, from which they could deliver their new contracts to Metropolitan in what would serve as a visible legacy for the project in the community.

The Metropolitan unit at 47 Poynders Parade in Clapham Park had been empty for four years. Metropolitan commissioned Urban Construction, one of the winning social enterprises, to refurbish the retail unit. This included the construction of a meeting room alongside the installation of domestic facilities finished with carpeting, tiling and painting. The multi-purpose space will host three of the London-based winning social enterprises and also support local Metropolitan customers interested in setting up their own business. As a result of this space, businesses such as Community Therapies and Training Services and Tutors United have secured further contracts in Southwark and Lambeth.
Every year housing associations have a combined annual spend of £13 billion. In 2010–11 the National Housing Federation Neighbourhood audit reported that housing associations invested £74m in health and wellbeing projects, £75m in improving green spaces and over £80m helping people into work. The opportunities for social entrepreneurs to work with housing associations are therefore large if they are able to articulate a clear business offer.

Migrant social entrepreneurs face a number of barriers similar to those faced by British-born social entrepreneurs, but these are exacerbated by issues such as access to business networks and language skills. There is clearly a need for intermediary organisations to facilitate the relationship between housing associations and social entrepreneurs in three key areas by:

• offering bespoke support to social enterprises
• helping social enterprises articulate their business offer
• working within a housing association to act as a catalyst for social enterprise

The success of the Metropolitan programme has been due to the partnership approach between three organisations that have a strong reputation and expertise in complementary areas. For example, the following characteristics were essential to growing migrant social entrepreneurship:

• Metropolitan’s history of working with migrants, and the fact it is a large organisation with over 36,000 affordable homes
• Olmec’s BAMER specialism and work with early-stage ventures
• The Young Foundation’s expertise in scaling social enterprises.

Metropolitan was willing to take on the recommendations from both organisations and embraced the programme from the start by providing staff, resources and the willingness to integrate the programme into existing practices and implement new ways of working.

5.1 Next steps

Olmec continues to work with the social enterprises from the Metropolitan project and has delivered a follow up programme First Step in Social Enterprise for young migrant social entrepreneurs in partnership with Metropolitan and the RBS Group.

Olmec continues to provide support to social enterprises through its complementary Step Ahead, Step Change and Co-operative Diversity Action programmes.

The Young Foundation has built a strong pipeline of migrant social entrepreneurs and will continue to work with Metropolitan to engage social enterprises in their supply chain. As this pipeline grows, it will feed into other Young Foundation programmes such as the Accelerator which helps social entrepreneurs secure investment. The Gold, Silver and Bronze strategy will be developed further into Metropolitan’s procurement four-year strategy.

The launch of the CLIMB Incubator in Clapham Park will be a lasting legacy of Metropolitan social enterprise in the community and will host three of the five winning social entrepreneurs from the CLIMB programme. The multi-purpose space will also support Metropolitan customers who wish to set up their own social enterprise.

The Metropolitan community regeneration team will continue to be internal champions for social enterprise and are playing an increasing role in changing the culture of Metropolitan. The team will support the incubator in Clapham Park, work with the finance, housing and procurement teams to further develop social enterprise, and will commission social entrepreneurs to deliver community regeneration projects through employment, financial inclusion and youth programmes.
5.2 Recommendations

Housing associations have an important role to play in leading the work with engaging social enterprises. However it takes a collective approach from migrant social enterprises and the help from intermediary organisations to make an impact. The recommendations below can be implemented over a short-, medium- and long-term period.

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**Figure 5**

<table>
<thead>
<tr>
<th>Audience</th>
<th>Recommendation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Housing associations</td>
<td>A proactive approach to finding social entrepreneurs starting with tenants and community will cultivate a pipeline of local social entrepreneurs and create employment opportunities.</td>
</tr>
</tbody>
</table>
| Housing associations and public sector organisations | Build partnerships with intermediary organisations that have existing networks in the community and strong track record of working with social entrepreneurs.  
Invest in developing internal social enterprise-friendly procurement policies and procedures (Figure 3) and pilot them on contracts/tenders under £3,000.  
Engage all parts of the organisation, beyond community regeneration team. Create opportunities for volunteering and mentoring which build on the organisation’s wider business strategy of employment, training and customer engagement. |
| Migrant social entrepreneurs          | Create a checklist of the basic housing association procurement and tender requirements – such as one year’s financial accounts, legal structure and insurance – before approaching with an offer.  
Provide the housing association with a clear service offer that is linked to their business objectives such as employment, youth, training and volunteering.  
Build relationships with key players in housing and the public sector by attending network events, membership of The Young Foundation network, SEUK membership and other mainstream social networks including via Twitter.  
Secure a relationship with one housing association as leverage to secure further work with other housing associations and public sector organisations. |
| Intermediary organisations            | Tailor support to migrant social entrepreneurs to gain better understanding of migrants needs, building in time for language support, raising aspirations and entrepreneurs’ expectations.  
Involve partner agencies that specialise in working with migrant groups including the Migrants’ Rights Network and Migrant Forum. |
APPENDIX 1
WHAT IS A SOCIAL ENTERPRISE

The most consistently cited UK definition of a social enterprise is the one published by the UK Department of Trade and Industry (DTI) in 2002. It states: “Social enterprise is a business with primarily social objectives whose surpluses are principally reinvested for that purpose in the business or in the community, rather than being driven by the need to maximise profit for shareholders and owners.”

Legal structure
Social enterprises can take many different legal forms, ranging from co-operatives to credit unions, from trading charities to development trusts. Social enterprises can incorporate community enterprises, housing associations and social firms; and can be incorporated as industrial and provident societies (either co-operative or community-benefit models), charitable incorporated organisations or as private companies, especially companies limited by guarantee.

Figure 6

![Diagram showing different types of social enterprises and businesses]

Grey area in which organisations are often loosely referred to as ‘social enterprises’

Based on Source: Financing Civil Society; Venturesome, (2009)

Profit status
A core distinction between a social enterprise and a charity is that at least 50 per cent of a social enterprise’s turnover should be generated from trading activities. There is also wide agreement that social enterprises should pursue double or triple bottom lines, with their principal aim being social or environmental, rather than financial.

Accreditation
Organisations of differing legal, ownership and profitability structure may all self-identify as social enterprises. However the ‘Social Enterprise Mark’ is the sole external accreditation that currently exists for validating whether an organisation is genuinely a social enterprise.

The Social Enterprise Mark list combines both organisational characteristics and performance indicators when registering members. It states that social enterprises should:

- have a social or environmental aim
- have an independent constitution and governance
- earn at least 50 per cent of revenue from trading
- spend at least 50 per cent of profits on social/environmental aims
- distribute residual assets to social/environmental aims if dissolved
- demonstrate social value
ENDNOTES


2. Social Enterprise UK, 2013, *Survey of Social Enterprises*. In 2010 there were approximately 62,000 social enterprises employing around 800,000 people, collectively turning over close to £27 billion and contributing £8.4 billion to Gross Domestic Product (GDP).

3. www.businessmodelgeneration.com

4. Green Light Report