



London South Bank University
Student Enterprise



End of Award Report for Social Enterprise Capacity Building Cluster 2008-2013

By

Professor Fergus Lyon, Middlesex University

Professor Sarah Atkinson, Durham University

Professor Alex Murdock, London South Bank University

30 November 2013



Contents

Executive summary.....	1
Part 1: Introduction	3
Part 2: Capacity Building Cluster objectives.....	5
Objective 1. Providing research training and practical experience to new researchers.....	5
Objective 2. Building wider experience and skills in participatory research with social enterprises for the co-production of knowledge	6
Objective 3 Raising the capacity of new and existing researchers to provide an evidence base for policy makers and feed research in policy strategy development	6
Objective 4. Raising capacity to carry out and use research within social enterprises.....	7
Objective 5. Influence the research strategies of academic partners and the wider social enterprise research community	7
Objective 6. Identifying good practice in research capacity building and the measuring the impacts of the CBC on social enterprises, researchers and other stakeholders.	8
Part 3: Capacity Building Cluster activities- learning between the projects.....	9
Part 4: Capacity Building Cluster outputs and impacts.....	11
4.1 Examples of outstanding science.....	11
4.1.1 Ethnic minority groups and social enterprise.....	11
4.1.2 Community arts social enterprise activity	11
4.1.3 Growth strategies of environmental social enterprises	12
4.2 Examples of high impact.....	13
4.2.1 Social enterprise and reducing reoffending.....	13
4.2.2 Measuring outcomes in social care for sensory impaired people	13
4.2.3 Scaling up the London Early Years Foundation	14
4.2.4 Supporting older social entrepreneurs	14
Part 5: Capacity Building Cluster management and the Director's role	15
Part 6: Forward Look	17

Executive summary

Introduction

The Social Enterprise Research Capacity Building Cluster (SERC) was established to develop the research on those parts of the Third Sector which combine a social purpose with trading and enterprise activity. It is a collaboration between Middlesex, Durham and London South Bank Universities with eight PhDs, ten Knowledge Transfer Partnerships, six placements and 18 small voucher projects. It has trained and provided research experience on social enterprise to 33 new researchers, 10 KTP associates, and supported 38 social enterprises with specific research outputs. SERC has also given 32 established academics the opportunity to be involved in research on social enterprise. This has developed centres of excellence demonstrated by the additional funding on social enterprise (over £1.3 million) brought into the three partner universities.

Objectives

Supporting new researchers: a PhD programme with 8 students was established in Middlesex and Durham Universities. Four have completed and others progressing in their final year. In each studentship, the academic elements have been combined with additional experience of knowledge exchange. This has included working with the organisations that have co-funded the studentships. There has also been support provided for sharing results with a wide range of researchers and practitioners. There have been 44 conference papers presented by the students as well as other publications. Those completed are now working in academia, in a research consultancy and as a researcher in the Houses of Commons.

Vouchers and placements have also been used to support 20 early career researchers with research opportunities. Through all elements of SERC there has been an emphasis on co-production of knowledge working in collaboration with social enterprises and those supporting them. There has also been an emphasis on supporting researchers to engage in the policy process.

Supporting social enterprise to use research: The voucher projects allowed social enterprises to commission small pieces of research from researchers, giving these organisations experience of using academic research. In five of the cases, this has led to further research. The placement programme has involved both academics being placed in organisations and for social enterprises to place their researchers within universities, again building their capacity to conduct and commission research.

The Knowledge Transfer Partnerships involved universities working with social enterprises over a two year period with an associate placed within the organisation. This supported the social enterprises in developing their knowledge base and evidence of their work, leading to further engagement with universities and co-authoring of papers. The large practical impacts on the service delivery of social enterprise is detailed below.

Supporting academic partners and the research community: Expertise has been developed in each university regarding social enterprise research. This includes the strengthening of existing centres and the establishment of new collaborative centres to focus on social enterprise research. These research centres have been able to bring in further research

funding related to social enterprise and develop a range of additional Knowledge Transfer Partnerships projects.

The academic partners in SERC have also been active in a broad range of different disciplines, ensuring that research on social enterprise is developed across the UK and internationally. This includes establishing panels at conferences, setting up a social enterprise specific annual track at the Institute of Small Business and Entrepreneurship conference, and co organising the International Social Innovation Research Conference each year.

Activities to coordinate the cluster projects

To coordinate the learning from the 43 projects, a range of collaborative activities were developed involving the academic partners and the social enterprises. A central website provided a show case of the different activities and there was specific investment in the websites of each university where centres of excellence were being developed.

A range of events on specific themes brought together research activities from different universities. This included PhD summer schools, and events on health and social care, social investment and equalities. National conferences such as the International Social Innovation Research Conference were also important fora for bringing together the SERC researchers as well as the wider community of researchers.

Impacts

Academic impacts include 10 published papers in peer reviewed journals. These include papers on the challenges facing small ethnic minority related social enterprises, on the growth strategies of social enterprise, and on community arts social enterprise working in the health field. There are further publications being submitted based on recently completed PhDs. Academic impacts also arise from the sharing of the findings at conferences and other events.

Each of the 43 projects have had practical impacts such as facilitating growth in partner social enterprises, opening up new opportunities and allowing organisations to improve their services. The projects have also been used to influence policy through the academic partners directly briefing ministers and senior policy makers, and indirectly through the partner social enterprises developing evidence and material that is then used to brief policy makers.

Reflections and forward look

The cluster has supported the development of research on social enterprise by bringing together 55 researchers with 38 charities and social enterprise in collaborative projects. This has led to a large amount of further research demonstrating the success in raising capacity and providing a legacy. The cluster has benefited from close collaboration with the ESRC Third Sector Research Centre with a sharing of advisory/reference groups and funding to allow academic partners to write up the research for publication and capitalise on the high quality research in knowledge exchange activities.

Part 1: Introduction

In an era of challenging social problems and public sector austerity, the interest in social enterprise has been rising rapidly. These are organisations that are trading but with a core social purpose. The Social Enterprise Research Capacity Building Cluster (SERC) at Middlesex, Durham and London South Bank Universities has aimed to strengthen research in this area through supporting the next generation of researchers, giving existing academics the opportunity to build experience and centres of excellence in social enterprise research, and supporting social enterprises themselves in using research. With a range of projects all run in collaboration with social enterprises, this programme has not only strengthened research capacity in this area, but also had a lasting impact on a large number of social enterprises.

The Social Enterprise Research Capacity Building Cluster has been part of the Third Sector Research Centre (TSRC) investment by ESRC, Cabinet Office and Barrow Cadbury Trust, running from 2008 to 2013. It was one of three clusters linked to TSRC and developed in close collaboration with the main centre. Following the award of the cluster, Middlesex University was asked to take a greater role in developing social enterprise research within the centre as a whole, with Fergus Lyon becoming the Associate Director (social enterprise) and leading the social enterprise stream. Throughout the five years, SERC had a balance of CASE PhD studentships (in partnership with a social enterprise), Knowledge Transfer Partnerships (1-2 year projects with universities supporting a social enterprise), placements (1-3 months of staff time) and vouchers (small grants that social enterprises can use to commission research. The members of SERC were able to leverage in further funding to extend the research capacity building related to social enterprise.

The original investment of just under £950,000 has been complemented by co funding of £286,000 from social enterprises and £464,000 for additional KTPs within the cluster. SERC has supported 33 new researchers and 10 Knowledge Transfer Partnership associates. It has also given experience to 32 established academics who have supervised the work, and supported 38 social enterprises and charities with direct SERC funding as well as an additional 7 organisations that have been supported by the SERC team with additional Knowledge Transfer Partnerships and other projects. Cluster members have developed further research bringing in over £560,000 in grants and contracts.

SERC has been led by Fergus Lyon at Middlesex University who has coordinated the diverse range of activities, liaised with TSRC and ESRC and ensured that all activities have focused on capacity building as well as having both scientific and practical impacts. He has worked closely with lead researchers in the partner universities, each of which have ensured that the funding has been spread across different faculties to ensure the maximum benefits and a considerable expansion of social enterprise research.

An external advisory reference group was established at the start and has met every 6 months to give guidance and direction (see annex C). At an early stage, it was decided to combine the reference group of SERC with the Social Enterprise Stream of TSRC as both were led by Middlesex University and would have had similar members. The group was chaired by Ken Peattie who was leading a complementary ESRC research centre, and had members drawn from key Government departments, social enterprises (and their representative bodies), and leading academics both in the UK and internationally.

Social Enterprise Research Capacity Building Cluster projects

KNOWLEDGE TRANSFER PARTNERSHIPS

RNID /RNIB - Measuring outcomes in social care – with LSBU ,
RNIB – Impact of social firms for blind and partially sighted people – with LSBU
Bright Red Dot Foundation Ltd (CAN) – Financing social enterprise – with LSBU
London Early Years Foundation – with Middlesex University
Social Enterprise East Midlands – with Middlesex University
Plus five other KTPs with the cluster team but not funded by the SERC Budget

PLACEMENTS

Enfield Racial Equality Council and Middlesex University
Paiwand (Afghan Community Association) and Middlesex University
Social Spider and LSBU.
Salvation Army Employment Plus UK and LSBU.
Brent Homeless Action Group and LSBU (2 way)

RESEARCH VOUCHERS

Cockpit Arts business incubator and LSBU
South Bank Mosaics and LSBU
Tara Yoga Centre and LSBU
Global Institute for Entrepreneurship and LSBU
ANXS Collective, and LSBU
Hour of Revival and LSBU
Federation of Irish Societies and Middlesex University
Day-Mer, Turkish and Kurdish Community Centre and Middlesex University
Migrant Organisation's Development Agency (MODA), and Middlesex University
BME Advice Network (BAN) for Advice UK and Middlesex University
Social Firms UK and Middlesex University
Action for Kids and Middlesex University
Social Enterprise UK and Middlesex University
Faith Based Network and Middlesex University
Acumen Development Trust and Durham University
ETEC Development Trust and Durham University
Groundwork North East and Durham University
Five Lamps and Durham University

ESRC CASE PHD STUDENTSHIPS THESES

Sara Calvo Ethnic Minority Groups and Social Enterprise, Middlesex University
Bianca Stumbitz Social entrepreneurship shaped by the life course, Middlesex Univ
Gemma McKenna Tackling the labour market exclusion of homeless people; the role
of social enterprise, Middlesex University
Maria Irurita Processes of innovation within the social economy, Middlesex Univ
Peter Swan Negotiating performance: accountability and monitoring Durham Univ
Micaela Mazzei, Squaring the challenge: reconciling business and ethical goals
Durham University
Janice Metcalfe, Doing social enterprise on the frontline, Durham University
Rowena Hay, Flexible housing tenure choices across lifecourse, Durham University

Part 2: Capacity Building Cluster objectives

SERC has been able to exceed the stated objectives set out at the start and has had a considerable impact the social enterprise community.

2.1 Objective 1. Providing research training and practical experience to new researchers

A central element of SERC has been the CASE PhD studentships, all in collaboration with social enterprises. These have been shared between Durham and Middlesex Universities where there was established doctoral training approved by ESRC. To date, four have been completed, one has a viva set for early in 2014 and three are making progress after suspending their studies for a year. All plan to complete within four years. Two other candidates started the process but did not upgrade from MPhil to PhD. All students underwent research training at their universities as well as undertaking other courses that were available elsewhere. This includes a PhD summer School set up by the cluster and held firstly at Durham and then invited other parts of TSRC to join a larger event held at Cumberland Lodge.

Research training has also involved active participation in relevant conferences with students giving 44 papers. The PhD students are now focusing on publishing their work with three journal papers already published in well regarded peer review journals. The students who have completed have all found employment with roles as lecturer, research fellow, research consultant and researcher in Parliamentary Research Services based in the House of Commons.

Research training has been provided through the other cluster activities . The KTP associates have all been given training in research methods, particularly focussed on market research and social impact measurement. They have also been involved in analysis of data sets and preparation of papers resulting in 10 conference papers. The placement programme involved those working in social enterprises being placed in universities. Here they were able to build up their research skills and experience, particularly through working in collaboration with experienced academics.

The voucher programme was also designed to build research skills and created important opportunities for new researchers to get experience of short term, focussed research projects. For example the research on faith based social enterprise allowed Isaac Amoako to gain experience after completing his PhD, and was subsequently appointed as a lecturer in entrepreneurship. Faye Cosgrove was also able to use the voucher to start a programme of work on social enterprise and reducing reoffending which has opened up many other avenues and research opportunities.

The practical experience offered to researchers has been a central platform of all SERC activities. In each of the CASE studentships, the researchers were encouraged to spend periods of time within the organisation and provide a specific output that would meet the objectives of the partner organisation, while also supporting their PhD data collection. Research students also gained further practical experience through working closely with other social enterprises , with three researchers being involved in providing training and advice for social enterprises in UK and internationally. Maria Irurita was invited by the British Council to run training courses in Vietnam. Sara Calvo has started a training social enterprise herself and run courses in UK and Tanzania.

2.2 Objective 2. Building wider experience and skills in participatory research with social enterprises for the co-production of knowledge

Throughout the cluster activities, there has been an emphasis on the co-production of knowledge and the active involvement of researchers with the social enterprises. The Knowledge Transfer Partnerships are focused on bringing together the social enterprises with researchers. There have been ten KTPs by the cluster members, with five funded by the ESRC and the rest using other funds leveraged in by the cluster investment. In each KTP, the participatory research has been used for academic papers, presented at conferences with two developed for journal papers and three developed into book chapters. The process of co-production has resulted in joint authored reports and publications such as the briefing paper written by Bianca Stumbitz and her colleagues at UnLtd, or the briefing paper by Faye Cosgrove and her colleagues at Acumen Development Trust. The process of co-production and building relationships across professional cultural boundaries was addressed in a reflective paper examining the process in four of the cluster KTPs.

2.3 Objective 3 Raising the capacity of new and existing researchers to provide an evidence base for policy makers and feed research in policy strategy development

While not a core focus, elements of the research have been used for influencing policy and provided the researchers with experience of the policy process and the needs of policy makers. In three projects specific policy briefings have been prepared, as well as the use of the cluster research in TSRC briefing paper series. The cluster has supported Durham University in collaborations for founding the Social Enterprise Research and Innovation Foundation (SERIF) which aims to influence policy particularly related to criminology. It has been working with the National Offender Management Service. Similarly, the Social Policy Research Centre at Middlesex University has been shaping policy related to diversity, migration and social enterprise. The Centre for Government and Charity Management at London South Bank has been particularly effective in taking material from KTPs and vouchers and presenting to policy makers (see Part 4). This work has focused on the relationships across the third sector/ public sector/ private sector boundary, with specific collaborations with NCVO to advise ministers and senior civil servants as well as key private sector providers.

The research at Middlesex's Centre for Enterprise and Economic Development Research (CEEDR) has also been used for policy briefings with the Cabinet Office, Departments of Health, Communities and Local Government and Business Innovation and Skills. Fergus Lyon was also invited to present initial work at the All Parliamentary Party Group on Social Enterprise.

The cluster has impacted on policy development in indirect ways through partner organisations using the evidence base provided in their own lobbying. Examples include the UnLtd work on older entrepreneurs, The work of the Acumen Development Trust on reducing reoffending and the work of Social Enterprise UK on social investment (see Part 4).

2.4 Objective 4. Raising capacity to carry out and use research within social enterprises

Each of the 18 vouchers and three of the placements were designed to support social enterprises build their research capacity and to identify the potential for working in collaboration with the research community. In five of these cases, further work was commissioned following the vouchers.

Placements build the capacity of organisations with social enterprise coming to universities to take courses, have supervised research and develop collaborations with academics. The placements of academics in social enterprises can also increase the research capacity of those organisations. Within the KTPs, the social enterprises were able to build their capacity in conducting market research and gain experience in using social impact measurement approaches. These organisations went on to develop these areas of their work in order to develop their enterprises.

2.5 Objective 5. Influence the research strategies of academic partners and the wider social enterprise research community

SERC has resulted in a growth of research on social enterprise in each of the three Universities. Within Middlesex University, the Centre for Enterprise and Economic Development Research is now considered one of the leading centres in the UK and internationally, with invitations to join projects and bid for specific bits of work. New projects emerging on this theme include the ESRC/BIS/NESTA funded 2 year project on Innovation in public services, evaluations of the School for Social Entrepreneurs over the next 5 years, and an evaluation of the Data Lab project for New Philanthropy Capital that aims to encourage charities to access administrative data. The Social Policy Research Centre at Middlesex has also developed its research on social enterprise with additional KTPs related to social enterprise, and further research on social enterprise and local authorities. Within Durham University there has been a particular interest in social enterprise with regards to arts and health, as well as within the criminology area, with its specific collaborative research foundation.

The wider research community has been influenced as cluster members have played key roles in hosting the International Social Innovation Research Conference, and being on the organising committee for the last 5 years. Team members have also set up a specific track within the Institute of Small Business and Entrepreneurship conference (one of 15 tracks) and started A Social and Sustainable Enterprise Network with over 80 members. Alex Murdock has edited a special issue of the Journal of Social Entrepreneurship and is on the board on the Social Enterprise Journal, as is Fergus Lyon. Participation by the cluster team members in conferences in UK and internationally has also resulted in a shaping of the wider research community. Finally the Advisory/ Reference group has played a role in both shaping the cluster activities, but also being ambassadors for the clusters research in the wider social enterprise community.

2.6 Objective 6. Identifying good practice in research capacity building and the measuring the impacts of the CBC on social enterprises, researchers and other stakeholders.

Throughout the cluster there has been reflections and learning of what has worked and what needs to be changed. For the PhD programme, the role of placements during the PhD process was considered a valuable experience and is now encouraged in other PhDs as part of the career development process. Research capacity building during the PhD process was also a focus of the PhD summer schools with sessions on career development, publishing, and developing research included in these events. For the KTPs, the good practice has been identified with a the development of a paper examining how relationships are developed. This was presented at the Aston University meeting of the different Capacity Building Clusters. Good practice in the voucher programme has been used to develop future programmes using internal resources. Middlesex University has now established its own voucher programme to provide seed corn funding for collaborations with external bodies and to ensure research has a greater impact.

Part 3: Capacity Building Cluster activities- learning between the projects

With 43 projects and a focus on building research capacity and impact, a range of activities were developed to bring the research together and engage with external audiences. There was a particular emphasis on crossing disciplinary boundaries. The academic partners were selected to represent a range of disciplines including geography, sociology, and different parts of management studies such as public sector management, and entrepreneurship. The following section sets out the different ways of bringing the research together.

3.1 Websites and on line resources:

SERC made had a clear strategy of supporting the growth of social enterprise research in a wide range of university centres in each of the collaborating institutions. A central website was set up for the cluster, that drew together the different elements but most attention was given to disseminating activities through specific research centres that have now built up their capacity for further social enterprise research in their specific areas. The reference group encouraged SERC to work with the TSRC in developing an online presence and details of the CBC have been on the main TSRC site.

3.2 PhD Summer Schools

As mentioned in the previous section, the cluster has initiated a summer school for the CASE PhD students. The first summer school was focussed on the SERC students with other PhD students working on social enterprise joining from other universities. The event included key note talks by Profs Amin, Lyon, Atkinson within the cluster, as well as contributions from Roger Spear (Open University) and Rory Ridley-Duff (Sheffield Hallam University) who are leading thinkers on the subject. The Summer School focused on allowing students to present and discuss their work in small groups, each with two academics that firstly discussed the conceptual framework, and secondly discussed the methodologies used.

A second PhD event was planned jointly with TSRC and the other two related CBCs, and was held at Cumberland Lodge. Again, this combined both key note talks and small group discussions involving senior academics from Bristol, Southampton, Birmingham and Middlesex universities. SERC PhD students also participated in the EMES summer school, an international event focused on social enterprise.

3.3 Events

A wide range of events were planned that drew together different cluster activities as well as people outside of the cluster. In total nine specific cluster events were planned in

collaboration with partners. This included one day events such as workshops to discuss data issues to do with minority group civil society, social investment, or the meeting of French and UK cluster academics at the Sorbonne that led to further discussions on potential international collaborations. The cluster also hosted two longer events taking place over two days. Firstly a conference on Minorities and social enterprise held at Middlesex University in 2010 and secondly a conference on social enterprise in health and social care at Durham University in April 2013.

The cluster has been in active collaborations with a range of other social enterprise related events to support the research infrastructure related to social enterprise. This includes the Institute of Small Business and Entrepreneurship conference where an annual track on social enterprise was a special interest group on social enterprise was established (chaired by Fergus Lyon), and the annual International Social Innovation Research Conference discussed earlier was organised by Alex Murdock and Fergus Lyon who have led two of the six tracks each year, with the conference hosted by LSBU for one year.

3.4 Developing teaching materials

Drawing on the cluster projects, material has been incorporated into teaching material within each university. At London South Bank University, it has shaped Masters programmes in Civil Society and also other management courses and specific course modules such as Third sector policy and enterprise. This module was also made available on Blended learning mode and as such has drawn students from wider parts of the UK (including at least one student based in the USA). At Middlesex University, the cluster has fed into courses for business studies, law, media studies, social work and social policy. It was also part of career development work and support for entrepreneurship. At Durham University, the research has fed into courses in Geography, Health and social policy. In particular the research on reoffending is now an important part of teaching on criminology.

3.5 Linking research outside of the UK

While the funding has been focussed on UK collaboration, the researchers have invested in developing international links and collaborations. These include:

- The joint event with Sorbonne in Paris, annual lecturing roles at Sorbonne, Potsdam and Gratz (by Alex Murdock); Alex Murdock has incorporated material from the cluster in teaching at both undergraduate and masters level in not for profit programmes in Germany, Austria and Spain.
- Alex Murdock also was an invited expert to a British Council sponsored conference on social innovation in Stockholm on Oct 6th 2013.
- Leading panels and attending international conferences such as EMES in Italy, Denmark and Belgium by a wide range of cluster researchers
- Presenting at the New York University Stern Conference on Social Entrepreneurship, Duke University Social Entrepreneurship Colloquium June 2011 and ARNOVA conferences 2011 and 2012
- Conducting research and providing training related to cluster outputs in Bangladesh, Tanzania, Ecuador and Columbia (Sara Calvo), Vietnam (Maria Irurita) and Alaska (Murdock).

Part 4: Capacity Building Cluster outputs and impacts

4.1 Examples of outstanding science

Although the major investment in PhDs is only just completing, there are initial indicators of high impact science coming from publications. It is expected that over the next 18 months a large number of additional publications will be completed. In this section we identify examples of academic contributions coming from PhDs, KTPs and vouchers.

4.1.1 *Ethnic minority groups and social enterprise*

Sara Calvo started her PhD in 2009, and successfully defended her PhD three years later. Her work has been developed into a number of publications, most notably a co-authored paper in the highly rated Journal Environment and Planning C : Government and Policy (EPC), as well as a range of teaching tools that are now integrated into undergraduate and post graduate curriculum.

This PhD thesis provided greater insight into the nature and extent of migrant and ethnic minority involvement in social enterprise in East London within the context of the 2012 Olympic and Paralympics Games. While there has been policy interest in social enterprise, this work explores how this is an opportunity for engagement for these communities or whether it acts to reinforce past processes of exclusion. The empirical findings show how that the opportunities created by policy and investment such as the Olympics are focused in areas where small scale ethnic minority organisations have little capability to take advantage. The very diverse range of ethnic minority groups face greater vulnerabilities in the shift from grants to social enterprise and earned income. While there are examples of successful organisations supporting their communities within the new social enterprise policy agenda, a majority of organisations also face a shift from being political actors within a multicultural agenda, to being service recipients or contract delivery agents and have little agency and resources to adjust to the new environment.

The EPC journal paper was the first ever published in a peer reviewed journal on social enterprise and ethnic minorities, opening new debates and further work for Sara Calvo and her supervisory team. Leandro Sepulveda has won further grant funding including an ESRC/ISBE RAKE fund award to research social enterprise activity elsewhere, and a large ESRC grant to research social enterprise activity for those organisations leaving the public sector. Stephen Syrett has led on further papers reflecting on the social enterprise policy context that are being prepared for other high impact journals.

This important study has also had wider impacts through being used for developing innovative course material at Middlesex University where Sara Calvo has been appointed as a lecturer. She has also used the material to develop training courses for support organisations and social entrepreneurs in UK, Africa and Latin America. It has also been profiled in articles in the Guardian, in events with MPs at the Houses of Commons and in events co-organised with the studentship co-funder, the Ethnic Minority Foundation.

4.1.2 *Community arts social enterprise activity*

Peter Swan had a CASE PhD studentship in partnership with Pioneer Projects that explored the tensions between the ethos and values of third sector organisations and the

environment within which they operate, investigating how organisations can absorb, resist and negotiate any challenges to their way of working. While this project was a case study of a single organisation, many other third sector organisations experience similar challenges, concerns, and dilemmas, with the findings of this project thus having relevance for the third sector as a whole.

This work has been developed into two peer reviewed journal papers. A paper on 'Promoting social inclusion through community arts' was published in *Mental Health and Social Inclusion*. This made a contribution to thinking on the role of arts in tackling mental health issues. Using a case study of Artspace, a community arts and health charity, this article discusses how community-based organisations can successfully promote the social inclusion of people with mental illness and other disabilities. A second paper (co-authored with Sarah Atkinson) 'Managing evaluation: a community arts organisation's perspective' was published in *Arts & Health*. This paper examines the relationship between the ethos of an arts and health organisation and external demands for evaluation. Staff were able to negotiate the terms of evaluation to enable them to meet their own needs as well as those of funders and other stakeholders. While not completely resisting outside demands for evaluation, the organisation was seen to intentionally rework demands for evidence into processes it felt it could work with, thus enabling its ethos to be maintained.

4.1.3 Growth strategies of environmental social enterprises

As part of the KTP with Social Enterprise East Midlands, Ian Vickers and Fergus Lyon from Middlesex University were able to develop new theoretical insights into the concept of growth of social enterprise, subsequently published in the *International Small Business Journal*.

The paper, "Beyond Green niches? The Growth strategies of environmentally motivated social enterprises", challenged existing assumptions about growth and developed a typology of three distinct modes that help explain different orientations and strategies. In addition to conventional concepts of economic growth, social enterprises also prioritise alternative ways of growing social and environmental value. The three categories of growth identified related to localised niche organisations (Small is beautiful), those scaling their impact through sharing or selling knowledge (Green Knowledge Economy), and finally those growing through increasing employment in environmental social enterprises (Green Collar Army). The paper concludes by setting out the different capabilities required within each of these approaches in order to balance environmental, social and financial objectives.

These ideas are further developed by Fergus Lyon in a paper to be published by the *International Journal of Management Reviews*. This work has also been developed in further book chapters and policy briefings for a number of UK government departments as well as for policy makers in the European Commission, China and Norway. It also forms the basis of podcasts on the Guardian website, and training courses provided to social enterprises and policy makers.

4.2 Examples of high impact

4.2.1 Social enterprise and reducing reoffending

The voucher used by the Acumen Development Trust in collaboration with Durham University formed the basis of Acumen's engagement with the prison services with a brief to explore how they can develop innovative programmes to contribute to reductions in re-offending. The researchers (Faye Cosgrove and Maggie O'Neill) provided an overview of national and international policy and practice which the client stated 'contribute significantly to the discussions we are having with policy makers within the National Offender Management Service'. The relationship established through the voucher continues and the University has benefited not only through ever improved relations with one of the most high profile social enterprises in the Northeast of England, but through the joint work on re-offending.

Following from the initial work funded by the voucher, the partnership decided to set up the Social Enterprise Research and innovation Foundation (<http://www.serif-foundation.org>) with funding from Durham University and Institute of Local Governance. This has led a number of other projects related to social enterprise as well as a national conference for 100 people and new research on developing social enterprise solutions to reoffending with support from Durham Constabulary with a focus on employment opportunities. John Sargent, a social entrepreneur and now director of SERIF stated that the "voucher allowed the work to start... we developed a partnership of academics, practicing social enterprises and the public sector which is really important for prisons. SERIF has helped the idea of social enterprise and prisons really get traction in the North East – the academic work makes this credible".

4.2.2 Measuring outcomes in social care for sensory impaired people

The KTP with RNID and RNIB has successfully developed an impact measurement system that has been rolled out across both organisations. This has resulted in the ability to provide evidence to commissioners with a result in at least £500,000 extra income with this expected to increase considerably in the future. The KTP has also been part of a culture change with the organisations to be more focussed on outcomes, and learning how to improve their services. An estimated £320,000 investment followed the results of the KTP. The KTP associate remained with RNID after the KTP to continue the work with the organisation investing heavily in staff and IT needed to capture outcome measurement.

The University partners have benefited through building greater understanding in this area with book chapters, academic papers and teaching resources being developedⁱ. Alex Murdock also used the material for briefing policy makers such as the Meeting with Nick Hurd, Minister for Civil Society and senior HM Treasury officials. Karl Wilding Director of Public Policy at the National Council for Voluntary Organisations (NCVO), stated : "In areas such as public service delivery and the development of cross-sectoral partnerships, Alex Murdock has established an excellent reputation. He is one of a small number of academics that actively contribute to the epistemic community and as such the impact of his work is that he contributes to policy shaping and evaluation. His balanced, thoughtful critique has been notable amongst an academic community surprisingly willing to grasp at ideological straws. Finally, Alex Murdock's work to develop knowledge exchange activities and connect LSBU to the wider community is something that we admire and would like to see develop."

4.2.3 *Scaling up the London Early Years Foundation*

A KTP with London Early years Foundation and Middlesex University explored the approaches to growth looking at social enterprise models for early years provision (2010-2011). This KTP activity led to the development of a growth, social franchising and networking strategy. LEYF has related this research to their growth of 30% (to 24 nurseries and an extra 200 places with a focus in deprived areas) and the raising of over £500,000 of further investment and support. LEYF stated that the system put in place by the KTP allowed the growth to take place at a faster scale while ensuring quality was not affected.

The KTP has had wider benefits with June O’Sullivan (CEO) using the material at a range of invited speeches including one at the Royal Society of Arts. The work on scaling impact has resulted in a number of academic publications, articles in the Guardian and Charity Times and podcasts on the Guardian Website. It has also led to further KTPs and other contract research projects being delivered by Middlesex University.

4.2.4 *Supporting older social entrepreneurs*

A collaboration between Middlesex University and UnLtd in a CASE Studentship focussed on older social entrepreneurs and how they could be supported. In addition to completing a PhD, Bianca Stumbitz’s work has led to a range of policy briefings and new programmes. Building on the PhD Bianca co authored a briefing paper that has been used to influence policy as well as inform programme development within UnLtd’s range of support. Madeline Gabriel of UnLtd stated: “This has become a spring board to influence policy. For example, UnLtd was asked by the DWP Redefining Retirement team to set up an Age Action Alliance group on the social and economic contribution of older people and this is now getting up and running. We were invited to speak at OECD conferences in France and Japan on new approaches to tackling needs of the ageing economy, and have been able to contribute to development of a national citizenship service for older people. We are also now looking at ways to develop new programmes of support for older social entrepreneurs.”

Part 5: Capacity Building Cluster management and the Director's role

5.1 Management and coordination of the cluster

The diverse range of projects, the large number of researchers and different types of partners, all contributed to a highly complex programme that required a clear management structure. With a secretariat at Middlesex University, there were also university leads at each partner, making up an executive management group. With 44 projects in total there was a need to also have joint cluster activities to share learning and bring people together. This used a range of events that also brought in external researchers. The success of the programme is also evident from the amount of co funding received from social enterprises who contributed to the CASE PhD studentships and the KTPs. This came to just under £286,000. The cluster activities also led to further KTPs not funded within the cluster budget. This has resulted in an extra £464,000 of activity. (See annex E for further details).

The success of the cluster is also based on its close links to academic partners and other stakeholders outside of the cluster partner universities. Firstly there was a close relationship with the Third Sector Research Centre at Birmingham and Southampton. Following the award of the Cluster funding, Fergus Lyon was asked to lead a stream on social enterprise within the TSRC with other members of the cluster at Middlesex University also carrying out research for the centre. This complemented and supported the work of the cluster.

The links with TSRC led to a decision to use the advisory group of the cluster as a reference group for the Social Enterprise stream of TSRC as well (See annex C). This met twice a year with the outputs of the cluster reported separately. The reference group had a wider membership than originally proposed due to the growing interest from key stakeholders in the social enterprise community. It was chaired by Professor Ken Peattie who was also leading the ESRC Research Centre for Business Relationships, Accountability, Sustainability and Society (BRASS) based at Cardiff University. Academic direction was also given by leading international academics including Professor Alex Nicholls (Oxford University), Professor Marthe Nyssens (UC Louvain, Belgium), and Professor Carlo Borzaga (Trento University, Italy). This reference group supported the management and coordination of the cluster as well as creating many bridges to potential users of the research.

5.2 Reflections on the process of the Capacity Building Cluster

The cluster has created a range of new opportunities that have been taken up by the cluster. In addition to meeting the stated objectives, further KTPs have now been started building on the experience gained within the cluster. Further funding has also come from new projects won by the cluster academics.

A number of challenges have constrained the impact and might be addressed in future similar activities. These are listed below:

- The there has been no funding for staff time to coordinate and disseminate findings. This has been covered by the partner universities and through activities directly related to each project. However, the senior management executive and other staff were not always able to capitalise on individual projects.
- The funding was cut by £50,000 which was a threat to the cluster activities. Fortunately, the quality of the additional KTP proposals resulted in further KTP funding coming from the Technology Strategy Board to fill this shortfall and allowed the cluster to exceed the planned activity.
- Starting KTPs was found to be particularly difficult as most social enterprises do not have the resources available to provide the company contribution (either one third or a half). Success occurred through building relationships and being able to 'sell' the skills of the research team.
- While the PhDs have been successful in terms of developing their research, some are yet to complete and there are only 8 rather than the proposed 9. The nature of the CASE studentships requires balancing of the practical elements of collaborating with a partner organisation with the delivery of original research. This can put pressure on some students.

Part 6: Forward Look

6.1 The SERC Legacy

This report demonstrates that SERC has built the research capacity related to social enterprise. This field of study had developed considerably over the five years and the researchers involved in the cluster are playing a key role in its development both in the UK and internationally. The cohort of PhDs recently completed and being finalised at present, will also shape the field with papers being prepared based on high quality material and due to be submitted to the top journals with an interest in this subject area.

Research centres in each university are now stronger with plans for developing streams of research on social enterprise. This is evident in the additional funding received and new projects now funded until 2016. The training of research students and other researchers have fed into these centres as those with completed doctorates are taken on in long term posts. The legacy of research at Middlesex University will also be built on through the continued involvement in the TSRC at Birmingham University.

The legacy is also evident within the partner social enterprises that have benefited from the research activity. The KTP reports show the impact on each organisation in terms of both social outcomes and a growth in their scale of operations. The activities have also built long term relationships between social enterprises and academics that continue to be drawn on after the funded activities have ended.

6.2 Future research priorities

While this cluster and the work of the TSRC has covered a wide range of research on social enterprise, it has also identified new opportunities that could not be covered by this research. Firstly the UK focus of this programme should be addressed with further international comparative research. This can also examine how the changing context shapes social enterprise, with different responses to periods of austerity and recession.

Social enterprise remains a relatively new phenomena that is still emerging. Research is still needed to explore the key tension found within all social enterprises: the balancing of the social and financial objectives. This element shapes all aspects of social enterprise activity and management from identifying objectives, human resources, governance and finance. Social enterprise also make a number of claims that require further exploration. In particular there is a need to explore the nature and extent of innovation in social enterprise, as well as identifying how useful innovations can be scaled up. There is also a need to explore the nature of funding and finance with much policy interest in the area of social investment, while little is known about how social enterprises finance their operations.

The evidence base for social enterprise needs to be strengthened further by a greater use of comparative work that assesses the impact of social enterprise activity compared to organisations in the public, private and other parts of the third sector. This requires a suite of studies on specific activities and sub-sectors, that will allow for an assessment of where social enterprise is different and how it can be supported where it is deemed to be more successful.
