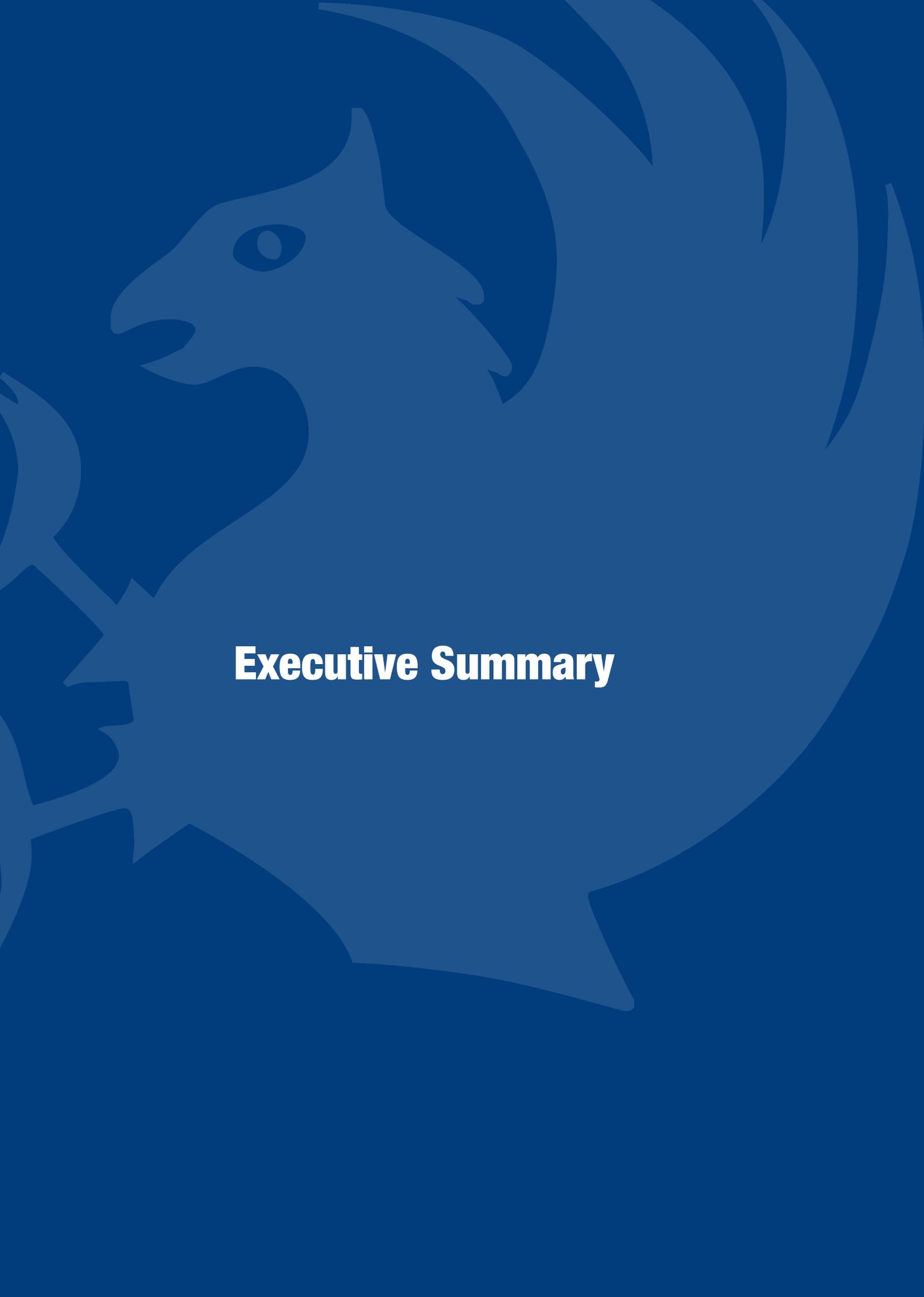


Mapping Social Enterprise Activity in the North East Region



A study commissioned by the
North East Social Enterprise Partnership





Executive Summary

This mapping exercise set out to answer three questions:-

1. How many social enterprises are there in the Region and what is their contribution to the Region's economy?
2. Has there been any identifiable increase in their number/economic impact since the establishment of NESEP in 2002?
3. What indicators would it be helpful for NESEP to track in the future, and how best should it track such indicators?

How Many?

The study has identified 590 social enterprises operating in the Region. Within the Region they are distributed as follows:

Sub Region	Number
County Durham	106
Northumberland	108
Teesside	157
Tyne & Wear	207
Other*	12

** Other denotes organisations operating with a Regional remit or operating within the Region but headquartered elsewhere.*

For comparison, the 2003 mapping study undertaken for NESEP by Judith Brown identified 313 social enterprises.

There is good reason for supposing that overall the estimate for the number of social enterprises operating in the Region is understated and that, for instance, the data for County Durham may be weaker than for some other sub-regions.

What is their Economic Contribution?

Many social enterprises are nascent or emerging social economy organisations. This study has only identified a dozen social enterprises operating within the Region with a turnover of more than £1 million.

However, evidence from several sectoral studies suggests that

- a) social enterprises have a lower failure rate and greater longevity than mainstream businesses
- b) they provide significant employment and other training opportunities (e.g. volunteering) relative to their turnover

- c) income growth for social enterprises has at least matched the mainstream economy
- d) the rate of formation of new social enterprises in the Region has accelerated in recent years

Taken together, these indicators suggest that a growing social economy can contribute positively to the target of increasing gross value added in the Region's economy.

Has there been an identifiable increase in the number and impact of Social Enterprises since 2002?

Reliable data is only accessible from 2003, when mapping reports were commissioned by both NESEP and Business Link Tyne & Wear.

This study has looked to a range of indicators of growth within the social enterprise sector, following the 'iceberg principle' (see page 1).

- >> Between 2004 and 2006 NESEP membership has grown from 40 to 141, 60 of whom are social enterprises
- >> In 2004, 94 organisations were represented at NESEP events. In 2006, 185 organisations sent representatives to NESEP events, and a further 95 were involved with one or more NESEP projects. About half of these organisations are social enterprises
- >> In 2003 the NESEP Mapping Study identified 313 social enterprises operating within the Region. This study has identified 590.

Each of these indicators point to an approximate doubling of the number of organisations engaging with or identifying themselves as social enterprises since 2003.

As well as growth by number, economic activity amongst established social enterprises has been positive over the past three years.

- >> The income of Development Trusts in the North East has grown 49% over the last three years, and net assets by 16% over the same period.
- >> Provisional analysis of the accounts of regional social enterprises with a turnover of more than £1million points to an increase of £4million (15%) in turnover between 2004 and 2006, and of just under £1million (26%) in gross value added over the same period.

What indicators would it be helpful for NESEP to track in the future, and how best should it track such indicators?

A study by ECOTEC (2003) suggested some key data for inclusion in any social enterprise mapping exercise. The Social Enterprise Coalition is also considering how best to provide guidance for mapping progress within the sector.

NESEP's record keeping has been poor and opportunities to collect relevant monitoring and marketing data have been lost.

The recommendations to NESEP (see pages 11 & 12) are pragmatically led. The collection of mapping data has a dual purpose:

- >> as evidence of achievement for funders and for PR purposes
- >> as market intelligence to inform Board strategy and to support future marketing and communications

The recommendations are designed to enable NESEP to gather and retain sufficient auditable data to meet the first purpose, in a manner which also allow it to build up a membership and contact database in a cost-effective manner.



NESEP
Starting Point
Wawn Street
South Shields
Tyne & Wear
NE33 4EB

Tel: 0191 427 2150

Web: www.nesep.co.uk

Angier Griffin
Lovaine House
Percy Terrace
Alnwick
Northumberland
NE66 1AF

Web: www.angier-griffin.com

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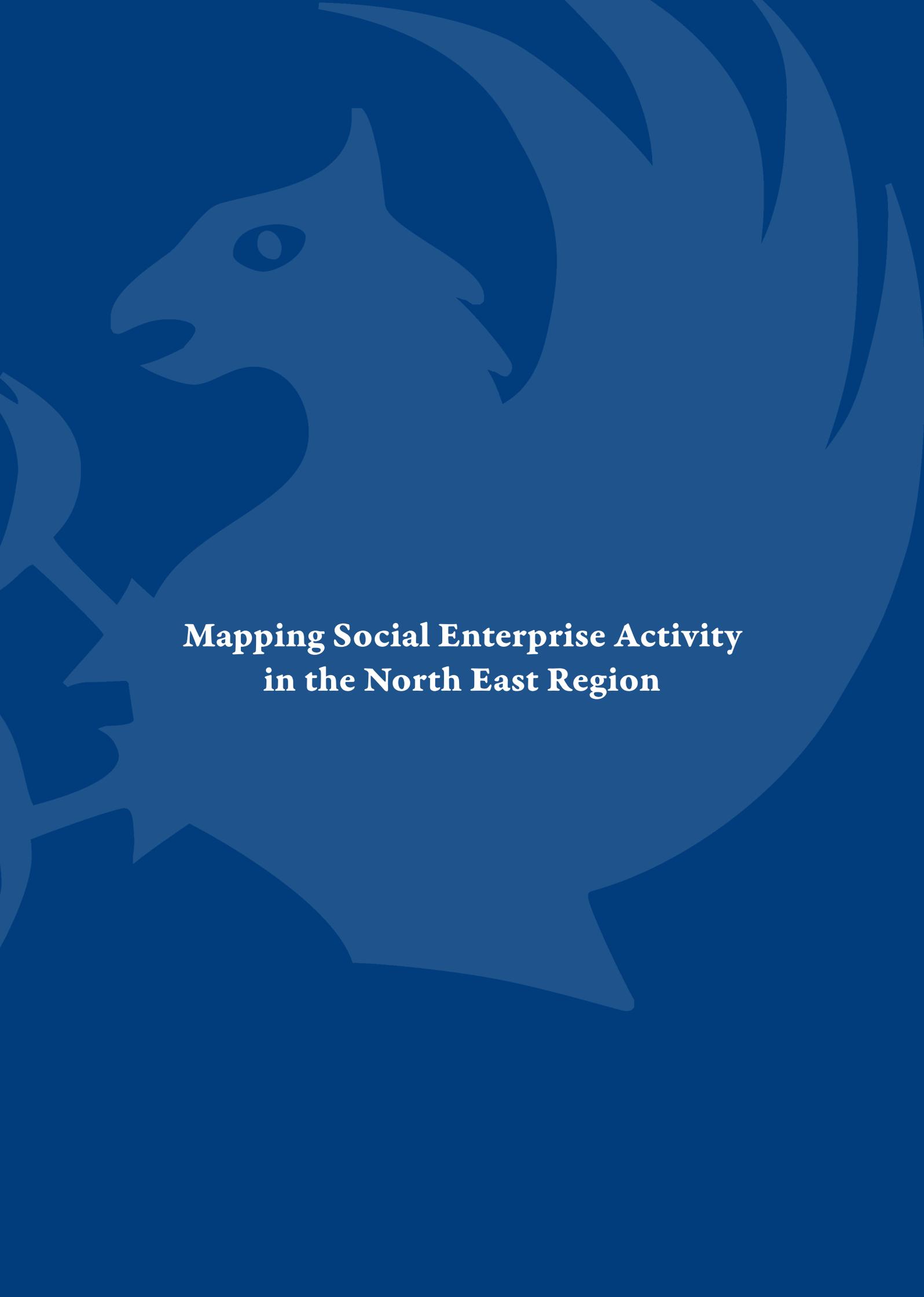
Acknowledgements

The study was commissioned because the NESEP Board was aware of an information gap. In truth there was very little primary data available when the project was started.

Much of the data used in this study has been made available by NESEP members and NESEP member organisations. Their willingness to share information to support this research has been invaluable – as has their advice.

Thanks are also due to Cherry Read of the Social Enterprise Coalition for her input.

Support and encouragement from all of the NESEP staff team has been most helpful. My special thanks go to Stacey Donaldson at NESEP who has patiently and uncomplainingly collated and recorded much of the primary data used in this research.



**Mapping Social Enterprise Activity
in the North East Region**

Data Gathering

The study commenced with a database of 141 organisations, 60 of which were social enterprises. At the end of the primary research phase we had a database of 1,039 organisations, 590 of which were social enterprises.

It was decided at an early stage of the study to use a range of indicators as evidence for the scale and growth of the social enterprise sector in the North East Region. This decision was based both upon the paucity of primary data (names and details of social enterprises) available at the start of the exercise, and upon the belief that such an approach would facilitate future monitoring and reporting (see also **Methodology and Boundaries** below)

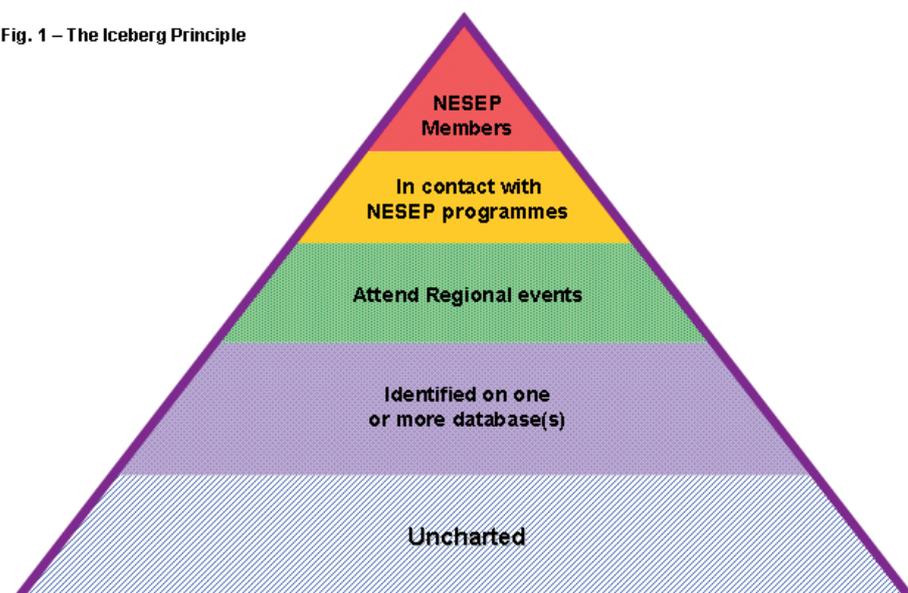
Thus the primary database and the indicators reported have been designed around information sources which either:

- a) are already in the public domain, or
- b) are also likely to be of value for operational or marketing reasons.

Although this report is concerned primarily with the number of social enterprises and their economic contribution, data about those organisation which serve and inter-act which social enterprises is also relevant an as indicator of the health and relative growth of the social enterprise sector. Thus, just as NESEP’s membership includes support agencies, public sector organisations, individual practitioners, academics and researchers, the database includes the names of a wide range of social economy organisations engaging with NESEP, its programmes or the sector in the North East

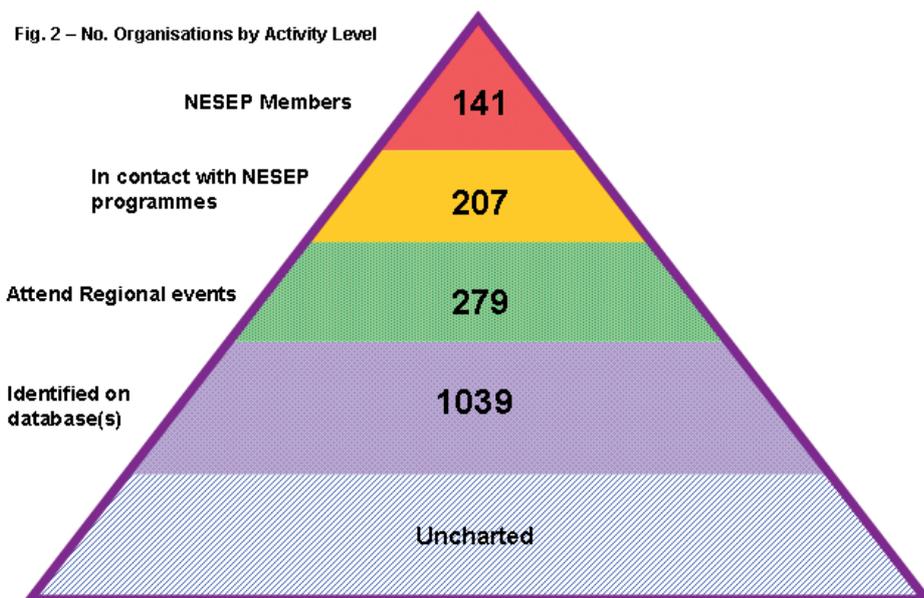
The choice of indicators of size and growth has followed the so called ‘iceberg’ principle. In relation to NESEP, evidence of social enterprise activity is likely to be found at several levels, and much of that activity may be hidden from immediate view.

Fig. 1 – The Iceberg Principle



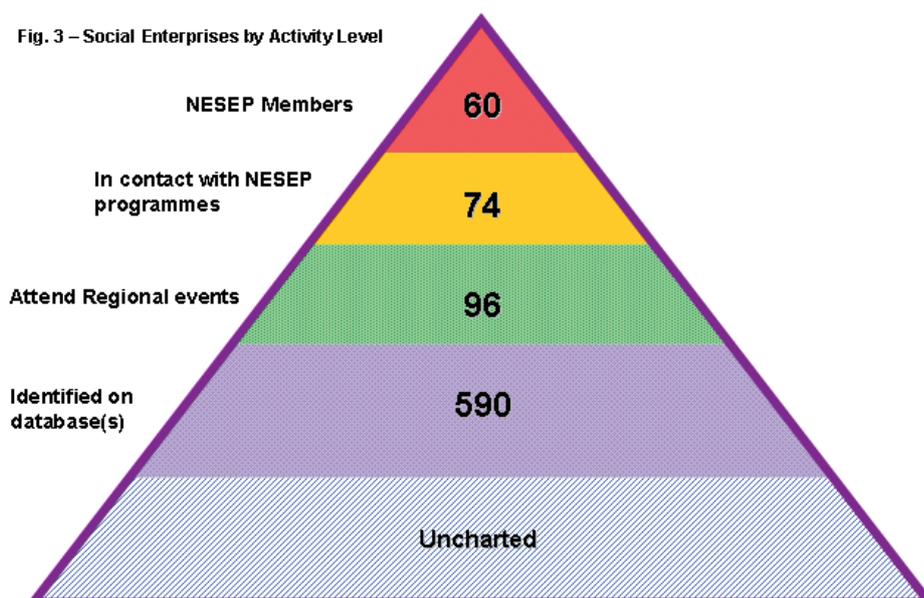
Key Findings

The primary database identified 1039 organisations involved with or supporting social enterprise activity. Fig. 2 charts the number of organisations identified as engaged at different levels with NESEP-led activity.



As will be noted, the majority of the 1,000 organisations identified involved with or supporting social enterprise activity in the Region, have not participated in a NESEP event or programme.

Just over half of the organisations identified are categorised as social enterprises within the terms of this study (see also Methodology and Boundaries). Fig. 3 shows the number of social enterprises engaging at the different activity levels.



Comparative Growth

Comparative data is only available for certain elements of the 2007 database.

- » Against the 141 NESEP members at the end of 2006, there were 40 in 2004.
- » 94 organisations (35 social enterprises) are recorded as attending NESEP events in 2004. 185 organisations (61 social enterprises) are recorded as attending NESEP events in 2006.
- » The mapping study undertaken for NESEP in 2003 identified 313 social enterprises operating within the region. This study has identified 590.

There appears, therefore, to be an approximate doubling of recorded participation at each level of activity for which comparative data is available since 2003/2004.

There is other corroborative evidence of growth in the sector. Interviews with a cross-section of NESEP members/social enterprise practitioners yielded a list of 51 social enterprises incorporated in the past 2 years and the names of only five which had ceased trading.

By the end of 2006, 67 new Community Interest Companies (CIC's) had registered from the North East Region, according to the CIC registrar's website. 67 registrations represents more than 9% of the national total. Based upon population and the size of our regional economy, we might expect the North East to account for between 4% and 5% of the national total.

Greater awareness both nationally and regionally about social enterprise may have encouraged some existing organisations to identify or 'badge' themselves as social enterprises for the first time. Nonetheless, the significant growth in database indicators, allied with primary evidence of new business formation, provides a sound basis for suggesting that there has been significant regional growth in the sector over that last 4 years.

Some of the indicators suggest that the growth in the North East may have been faster than the average across the UK.

Uncharted

It is a common dilemma for mapping exercises of this kind, that there is almost certainly a significant amount of 'uncharted' activity. The database has been built up by researching:

- » previous mapping data
- » attendance records from NESEP and other regional social enterprise events
- » interviews/feedback from NESEP members
- » publicly available data where appropriate (e.g. the register of CIC's).

Information at a sub-regional level has been richer in some areas (e.g. Tyne & Wear and Teesside) than in others (e.g. Co. Durham) merely as a consequence of the data sources identified during the research phase. The identified number

of social enterprises in Co. Durham has only slightly changed between 2003 and 2007 (see table on page 6), whereas the number identified on Teesside has increased threefold. Part of the reason for the high number from Teesside was access to data from an earlier sub-regional mapping exercise.

Those involved with co-ordinating sub-regional events will be aware that the leaders of many social enterprises remain more concerned with business as usual than attending networking events. Thus they may not appear 'on the radar' of a mapping exercise such as this unless or until they engage with a programme or support activity affiliated to NESEP.

There is no systematic way of estimating the size of the 'uncharted'. Comparisons with the national estimates from the Office of the Third Sector (see page 7) suggest that the current database may only have identified between $\frac{1}{3}$ and $\frac{1}{2}$ of those organisations which would qualify as social enterprises according to the agreed definition.

Economic Contribution

For the purposes of this study two 'sub-sections' of the database were considered.

DTA Members in the North East

Data compiled by the DTA North East shows that the gross income of their 34 members was £7.8million in aggregate in 2006, and had grown by 49% since 2004.

Direct comparisons for gross value added (GVA) are not available but, if it is assumed that approx. 60% of gross income was absorbed by payroll costs, then DTA members alone contributed an additional £1.5m p.a. in GVA to the Region's economy.

Social Enterprises with a turnover of more than £1million

This study identified 12 social enterprises in the Region with an annual turnover of more than £1million (one of these is also a DTA member). This does not include the 'super large' social enterprises operating in the Region (see **Methodology and Boundaries** below).

Accounting data was available for 10 of the 12 social enterprises¹. Their aggregate turnover was more than £42 million in 2006 and had grown by 12% over the past two years.

In total, these 10 social enterprises employed more than 800 staff and in 2006 contributed some £17.5 million in GVA to the Region's economy. The GVA contributed by these 10 employers had grown by approx.. 9% in the previous two years.

Most social enterprises in the Region are operating on a much smaller in scale. Based upon the data from sub-regional studies in Tyne & Wear, Sunderland and Teesside, they are likely to employ 5 – 15 staff and have annual turnover of less than £¼ million p.a.



Sectoral and Sub-Regional Data

DTA Study

DTA North East has undertaken a comparative analysis of the relative growth of its membership over the past three years, compared with national trends².

The number of full DTA members in the North East grew from 29 to 34 over the period 2003/4 to 2005/6. Over the same period the aggregate income of those organisations grew by £2.5million (49%). This compares with a decline in average income for DTA members nationally, and places the North East fourth amongst the English regions in terms of growth in average income.

Net assets of North East members grew by just over £1million (16%) in the period.

Voluntary, Community and Social Enterprise Sector in Sunderland

A sub-regional study of the voluntary, community and social enterprise sector in Sunderland³ analysed responses from 87 third sector organisations on Wearside. 50 of the respondents classed their organisations as social enterprises. More than ¾ of respondents had been operating for four years or more. More than ½ had an annual income in excess of £100,000 – the majority of these had a higher proportion of earned (trading) income.

The same report quotes statistics from Social Enterprise Sunderland (SES)

- » 38 social enterprises supported SES have a combined turnover of £8.5 million and employ 520 people
- » The average job creation of these enterprises is 15.5 jobs, compared with 1.5 for a conventional business start-up
- » The average turnover in the first year of trading was more than £95,000, compared with £30,000 for a conventional business start-up

Social Economy Organisations in Tees Valley

A sub-regional study of social economy organisations on Tees Valley undertaken by the Social Futures Institute at Teesside University⁴ analysed responses from over 100 organisations. The majority (more than 60%) had been trading for more than 5 years. Approx. 25% had been formed within the past 36 months.

Most employed between 5 and 15 staff. Two thirds traded only within their immediate community or the Tees Valley sub-region.

Social Enterprise in Tyne & Wear

In April 2003, Business Link Tyne & Wear commissioned a study from EDAW⁵. This included a survey of 57 social enterprises. In aggregate these enterprises employed 391 full time staff and 180 part time staff (an average of 8.5

employees). Just under half of the organisations surveyed relied significantly on grant income for sustainability (there was evidence from elsewhere in the study that the survey sample may have been somewhat skewed towards the voluntary sector). The organisations surveyed had been in existence for an average of 13 years at the time of the survey.

NESEP Mapping Study – July 2003

In July 2003 a mapping study was commissioned by NESEP and delivered by Judith Brown⁶. This has provided important baseline data for the current report.

In that study, 313 social enterprises were identified. The comparative distribution across the region of the two studies is illustrated below:

Sub Region	2003	2007	% change
County Durham	92	106	+ 15%
Northumberland	74	108	+46%
Teeside	42	157	+274%
Tyne & Wear	105	207	+97%
Other*		12	

* *Other denotes organisations operating with a Regional remit or operating within the Region but headquartered elsewhere.*

Of those for whom data was available almost 80% employed 10 people or less. Almost ¾ of those organisations had been established for at least three years at the time of the survey.

The report contains some valuable analysis of social enterprise activity by sector. There was little data available in terms of turnover.

Regional Social Enterprises with a turnover of greater than £1 million

One of the recommendations of this study is that NESEP tracks and reports the sales turnover and (in so far as it can be gleaned) the gross value added of regional social enterprises with a sales turnover of greater than £1million. There are three reasons for choosing to track and report this group of social enterprises. Firstly, they will be significant players within the sector and their fiscal health (or lack of it) may be a reasonable indicator of the health of the sector. Secondly, organisations of such a size are obliged to publish reasonably full financial statements. Thirdly, there are not many social enterprises of this size within Region (at present), so the task is manageable.

An analysis of available accounting data for the fiscal year 2006 indicates an increase in turnover over the past two years of £4.5million (12%) and an increase in GVA of more than £1.4 million (9%) over the same period.



Comparison with National Data

The National Social Enterprise Action Plan (2006) ⁷ estimates the national impact of social enterprise in terms of:

- » £27 billion turnover
- » £8 billion addition to GDP
- » 55,000 separate enterprises meeting the government definition of social enterprise.

If the North East was to take 'its share' of these national statistics we might expect to be reporting within the region some 2,300 social enterprises generating £1.1bn of turnover and £350million of gross value added annually.

As noted below (see **Methodology and Boundaries**), we have chosen not to count some of the 'super large' social enterprises (EAGA Partnership, North East & Cumbrian Co-op, Newcastle Building Society) within this study. Were we to do so, a gross turnover of £1 billion within the Region may not be unreasonable.

This mapping exercise has identified just under 600 social enterprises – about ¼ the number that might be expected using the statistics from Social Enterprise Action Plan. Does that imply that social enterprise is lagging behind national trends in the North East? Probably not, for the following reasons:-

- » Business stock (the number of registered businesses) in the North East is about ½ the national average. We are likely to be starting from a lower base in terms of registered businesses
- » As noted above, at the end of 2006, 67 new CIC's had registered in the North East which is approx. 9% of the total registered in England and Wales. Had CIC registrations only matched our Region's share of the nation's economic activity, we would have expected approx. 35 registrations
- » We did not expect that this mapping exercise has identified the full extent of social enterprise activity within the Region (the iceberg principle)

Accepting that this study has chosen to exclude some types of activity which the government definition of social enterprise might embrace, it is the author's opinion that the data in this study suggest that there are at least 1,000, but probably less than 2,000, social enterprises operating within the region. In the past two years the rate of formation of new social enterprises within the Region has accelerated, possibly faster than in some other regions.

Methodology and Boundaries

The methodological approach adopted for this study was designedly pragmatic. To that extent readers will, with justification, point to gaps in the data-gathering and flaws in the analysis. However, the approach adopted has set out to achieve two overall goals:-

1. Can a reasonable impression be gathered from the evidence available of the relative growth and relative economic impact of social enterprise activity within the Region in recent years? (A impressionist's painting is not the same representation of truth as a photograph, but both can help an observer to understand the scene)
2. What useful recommendations can be made to enable NESEP better to monitor and report the progress of the sector within the Region going forward?

In 2003 ECOTEC ⁸ published a report for the DTI setting out recommendations about the type of data to be included in mapping exercises of the social enterprise sector.

These include a 'test' to satisfy the definition of social enterprises:-

- » How are they registered as a legal entity?
- » Do they trade?
- » Do they have a social purpose?

and some essential data to be included in the mapping exercise

- » How many social enterprises
- » How many does each employ
- » Location by postcode
- » Core trading activity
- » Sales turnover

This study has not fully followed the ECOTEC guidelines for reasons of time and cost (given the patchy nature of the data available at the start of the exercise, it would have taken considerable time and effort to gather data about employment and turnover for all the names on the database, for instance).



Only four key data fields were required for inclusion as a social enterprise on the master database of this study

- » Name
- » Evidence – either documented or verbal via a NESEP member/practitioner that it meets the social enterprise ‘test’
- » Location by sub-region
- » Source or multiple sources (How/by whom was this social enterprise identified?)

For some social enterprises additional data is available and has been recorded (e.g. contact name, address, web address, business sector, legal form). In the recommendations to NESEP about the future development of its database it is suggested that NESEP should seek to capture certain core data about its members and its wider contacts register.

For the purposes of this study certain organisations have not been included within the class of social enterprise.

- » Building societies, friendly societies and credit unions
- » Working men’s clubs and social clubs
- » Museums and tourist venues (e.g. Beamish, Alnwick Gardens) where the organisation itself appears class itself first and foremost as a charity not an enterprise

Very large social enterprises operating within the Region (e.g. North East and Cumbria Co-op, EAGA Partnership) have been recognized, but are not included in the analysis and income and gross value added on the grounds these organisations fall outwith the scope of activity with which this study is concerned.

Having decided upon the essential criteria for inclusion in this mapping exercise, a ‘sweep’ of a number of data sources was undertaken.

Since the aim of the mapping exercise was twofold – both to capture an impression of the size and state of the sector now (March 2007) and to look for evidence of change since 2002, the study looked for approximately comparable source data then and now.

It has also been a key premise of this study that – given the porous nature of the third sector (i.e. it is very difficult to propose definitive boundaries about which organisations should or should not be included within sectoral definitions) – no single measure is likely to reliably indicative on its own, either now or in the future. Therefore, both to lay a firmer foundation for future studies and to provide a broad base for future comparison, a range of indicators have been proposed.

For the purposes of this study, the following range of indicators have been adopted:-

Number of Social Enterprises/Relative Growth of the Sector

- » How many NESEP members? How many of these are social enterprises?
- » How many organisations are attending NESEP events or are otherwise on the NESEP marketing database? How many of these are social enterprises?
- » How many CIC registrations in the Region?
- » How many other social enterprises are identified on the database? How many of these are new since the last mapping exercise?

Relative Economic Impact of Social Enterprises in the Region

- a) What is the aggregate change in sales turnover, employment, and gross value added of social enterprises in the Region with a sales turnover of more than £1 million?
- b) What is the aggregate change in gross income and net assets of DTA members in the North East, and how does this compare with the DTA members nationally (This data has been provided by DTA North East)?
- c) What other relevant data can be gleaned from regional sectoral studies?

Recommendations

Subject to

- a) feedback following the publication of this report
- b) any further guidance from the Social Enterprise Coalition or the Office for the Third Sector at the Cabinet Office

it is recommended that NESEP can and should publish annually summary statistics about the growth and economic impact of the social enterprise sector within the Region.

These statistics can build upon the data collated for and summarized in this report.

It is proposed that the same range of indicators can be used in future reports as have been employed for this study – namely

Number of Social Enterprise/Relative Growth of the Sector

- » How many NESEP members? How many of these are social enterprises? How many (net) new members since the last report?
- » How many organisations are attending NESEP events or are otherwise on the NESEP marketing database? How many of these are social enterprises?
- » How many CIC registrations in the Region? How many are new since the last report?
- » How many other social enterprises are identified on the database? How many of these are new since the last report?

Relative Economic Impact of Social Enterprises in the Region

- » What is the aggregate change in sales turnover, employment, and gross value added of social enterprises in the Region with a sales turnover of more than £1million?
- » What is the aggregate change in gross income and net assets of DTA members in the North East, and how does this compare with the DTA members nationally (This data has been provided by DTA North East)?
- » What other relevant data may be gleaned from regional sectoral studies?

To date, NESEP has lacked the systems and infrastructure for good data capture and data administration. Its contact database extends little beyond its membership records. Records and contact details of organisations participating in projects and NESEP events have not been retained. The compilation of data for this report has relied significantly upon the willingness of other NESEP members to share data for research purposes.

Specific recommendations relating to the creation and maintenance of a more active and more extensive contact database have been made to NESEP management. There is willingness on the part of the staff team and management to make the step-change required to implement these changes. Once adopted the new contact database systems will provide most if not all of the information required to report annually upon the size and growth of the sector. [It may be helpful to test the completeness of the database by inviting members to offer the names and contact details of local social enterprises with whom they are in contact]

Reporting upon the economic impact will require some extra work.

- » The DTA North East has indicated that it intends to continue to collate and make available annually information about the income and net assets of its members
- » Maintaining an up-to-date record of the income and gross value added for social enterprises with a turnover of £1million will require a Companies House search (or a request to each organisation to furnish its accounts. Time should be budgeted for this exercise [It may be judged more cost effective to provide the analysis every other year]

It is also recommended that the Board considers asking NESEP members to make an annual return about their economic impact and contribution to the sector. This would represent a new initiative for NESEP, but it is not uncommon for membership organisations to require members to make some sort of annual return for precisely this purpose.

An annual return from all NESEP members about income, no. of employees, gross profit or patrol and net assets would provide valuable additional data to set alongside the information from DTA and the 'millionaire' social enterprises.

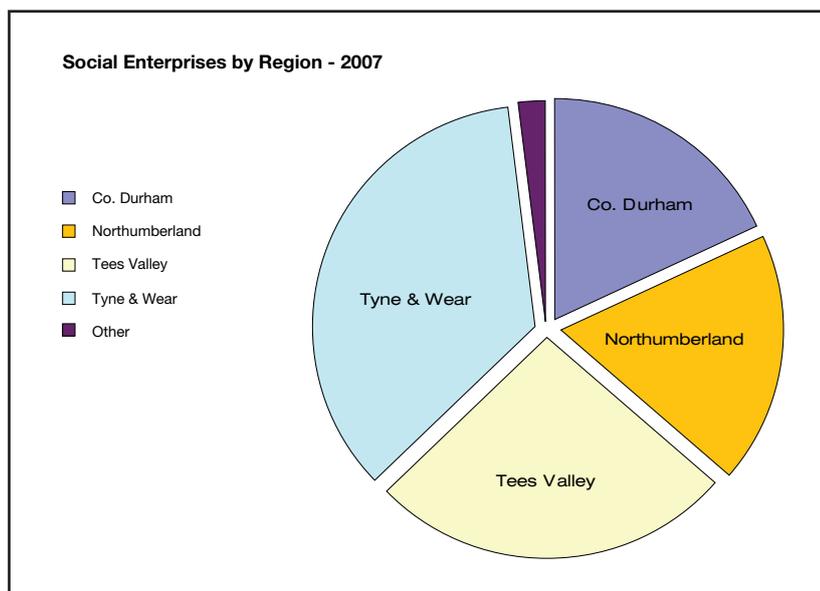
With some forward planning the annual return could be designed as an 'on line' tool so that it would not require additional data input by NESEP staff.

Taking all of the above into account it is suggested that NESEP could compile annual summary statistics about the growth and economic impact of social enterprises in the Region at a cost not exceeding 10 days of additional staff time.

Appendix 1

Data Tables

Data Source	No of records	By type				By Sub Region				
		Soc. Ent's	Indep.	Other	Credit Union	Co. Durham	North'd	Tees Valley	Tyne & Wear	Other
NESEP Members	141	60	25	56	0	30	28	23	58	2
2006 Events	185	61	22	101	1	22	27	17	63	51
NESEP Event 2004	94	35	4	54	1	18	14	8	47	7
Projects	207	74	33	100	0	26	32	16	102	31
NESEP & BLTV	535	372	6	126	31	94	74	264	102	1
TOTALS	1039	590	50	366	33					
SOCIAL ENTERPRISES BY SUB-REGION						106	108	157	207	12



DTA Members' Average (Mean) Income per English Region				
	2003/04	2004/05	2005/06	% growth 2003-2006
Eastern	£651,078	£39,261	£777,094	16%
East Midlands	£176,412	£216,227	£932,303	81%
London	£801,270	£808,158	£1,093,235	27%
North West	£467,829	£535,981	£454,121	-3%
South East	£306,530	£551,635	£1,214,528	75%
South West	£271,762	£326,343	£212,613	-28%
West Midlands	£80,815	£244,400	£213,082	62%
Yorkshire & Humber	£1,856,432	£1,368,564	£1,155,067	-61%
Average income in England	£713,263	£590,777	£618,591	-15%
As per Accounts for North East	£173,620	£214,748	£259,000	49%

Appendix 2

Data Sources Identified

Source	Type of Data Available	Period Covered	Date
Primary Data			
NESEP Database	Membership data	2004 - 2007	2007
NESEP Events	Attendance lists		
	2004 - 2006	2006	
NESEP Mapping Exercise	Data Table of 313 Social Enterprises	2003	2003
Project Databases			
(e.g. Inspire, CapitalISE, etc.)	Names of participant		
Organisations	2004 - 2006	2007	
Sub-Regional data lists	Lists from sub-regional groups	2005 – 2006	2006
Churches Regional Commission (2001)	Contact database	2001	2001
CIC Register	List of CIC's registered in the Region	2004 - 2006	2006
Secondary Data			
a) REGIONAL			
NESEP Mapping Study (unpublished)	Sectoral analysis by age, type and size	2003	2003
Community Loan Fund NE	Lending to social enterprises	2002 - 2006	2006
DTA Membership study	Number of members, income, assets	2004 - 2006	2006
Sunderland VCS Study	Analysis by size/type	2006	2006
University of Teesside	Social Economy Study	2004	2004
Business Link TyneWear	Mapping of Social Enterprise Sector	2003	2003
NERIP	State of the Region data	2006	2006
DTI List for North East	List of Companies Limited by G'tee & IPS	2004	2004
b) NATIONAL			
ECOTEC	Examination of Regional Studies	2002-2004	2004
West Midlands	Mapping of Regional Social Enterprise	2003	2003
SEEDA	Mapping of Regional Social Enterprise	2003	2003
GHK	Review of Social Enterprise Strategy	2002-2005	2005
Anecdotal Data			
Interviews with NESEP and key practitioners	Unprompted recognition of new social enterprises and large social enterprises	2004 to date	2007

Appendix 3

Endnotes

1. Accounting data is not easily comparable since some companies follow the charity SORP and others produce more conventional trading accounts. Incoming resources has been taken as the equivalent of turnover and employment costs used as a measure of GVA
2. Comparative Analysis undertaken by DTA North East 2006
3. Changing Landscapes – Centre for Local Economic Strategies and Social Enterprise Sunderland, May 2006
4. Towards a Strategy for the Development of the Social Economy in Tees Valley, September 2004
5. Tyne & Wear Social Enterprise Research Study, EDAW, April 2003
6. Mapping the Social Enterprise Sector in the North East of England, Judith Brown, July 2003
7. Scaling New Heights, Cabinet Office, November 2006



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