

<b>Section A</b>
<b>Institution:</b> Middlesex University
<b>Unit of Assessment:</b> 17 Business and Management
<b>Title of case study:</b> <b>Creating and Growing Social Enterprise</b>
<b>Period when the underpinning research was undertaken:</b> 2005-2020
<b>Details of staff conducting the underpinning research from the submitting unit:</b> <b>Name(s):</b>

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involvement of employees, service users and external partners and funders. The study identified practical ways in which social enterprises can be supported to take advantage of the creative interplay between different 'institutional logics', and how enterprise leaders can encourage and facilitate the ideas and contributions of multiple stakeholders and innovation partners.

**Financing social enterprise** Analysis of the crucial role of finance in scaling up social enterprises, identified a mismatch between the supply and demand for finance for social enterprises which had not been explored previously. Research, by Owen and Lyon that built on earlier work on innovation and strategic change, clarified the nature of the demand for investment from growing social enterprises, their strategies for obtaining finance and the role of the public sector and philanthropic sources of social investment [3.5]. Conclusions identified how existing policy could be better targeted at those enterprises that face the greatest constraints in accessing finance.

**The role of public policy in supporting the growth of the social enterprise sector** Findings on the definitions and conceptualisation of social enterprise [3.6] showed that policy development had been limited by confusion over the number and different types of social enterprise. This study revealed how use of different definitions gave rise to wildly different estimations of the scale of the sector in the UK. As a result, policy development for scaling up social enterprise had been misguided. Subsequent Joseph Rowntree Foundation funded research, led by Vickers into cities, the social economy and inclusive growth (2015o s s t 2 1 3

#### 4. Details of the impact

CEEDR research projects have generated impacts on policy and practice in three ways:

1. Informing and influencing government policy to help social enterprises grow in the UK, Europe and beyond;
2. Encouraging start-ups and strategic change to enable the viability and growth of social enterprises through online courses, training, and in-depth consultancy/advice;
3. Influencing support providers to improve financial support and the design and delivery of their services for social enterprise, thus further enabling the growth of the sector.

##### ***Impacts on public policy in the UK and internationally***

The Government Inclusive Economy Unit and Office for Civil Society used CEEDR research to develop their strategy for supporting the growth of a particular type of social enterprise - Public Service Mutuals - as part of inclusive growth strategies [5.1]. Our work with Social Enterprise UK has been used by senior civil servants to inform the spending review and strategy for supporting mutuals [5.2]. Recommendations related to how mutuals contributed to innovation in public services [5.3].

active learners had founded new social enterprises and 76% (an estimated 1,945 cases) would

## 5. Sources to corroborate the impact

5.1 SEUK (2019) [Public Service Mutuals: State of The Sector 2019](#) (London: Department for Digital, Culture, Media & Sport), demonstrating the use of CEEDR research to design the survey and provide evidence to policy makers.

5.2 Factual statement from Head of Mutuals, Government Inclusive Economy Unit (24/10/18), the senior policy maker leading the *Mutual Support Programme*. This sets out how CEEDR's findings influenced consultation on defining mutuals and fed into the spending review process.

5.3 [Social Enterprise: Market Trends 2017](#) which uses CEEDR research to develop new measures

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