

# **Shared Mission**

A prospectus of diverse business models

**E Future Economy  
Alliance**

The Future Economy Alliance unites champions of change across business sectors who understand that profit must benefit people and planet. Our pioneering partnership of mission-led organisations brings together social enterprises, co-operatives, mutuals, employee-owned and community-led businesses, social investors, economists, fundraisers and third sector experts.

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‘Business as usual’ isn’t working – so let’s change it. Our mission-led movement is ready to work with our new mission-led government in delivering the bold reforms needed to fix our economy. Let’s build a new business plan for Britain: one where all of society profits.

September 2024

**E Future Economy Alliance**

[www.futureeconomyalliance.co.uk](http://www.futureeconomyalliance.co.uk)

## Mission-led business

Our mission-led movement includes diverse business models - social enterprises, co-operatives, mutuals, employee-owned and community-led businesses, and social impact investors. These are businesses which understand that profit must benefit people and planet. They are owned and run by workers, stakeholders or communities, they are driven by a social or environmental mission, and they re-invest profits in their mission. We offer an alternative to profit-maximising business, which promises short-term growth but at significant environmental and social cost. 'Business as usual' isn't working; we can and must change. This prospectus sets out how the diversity of mission-led businesses can help deliver the missions identified by the new government.

The [Future Economy Alliance](#) is a partnership which represents around four million organisations on a mission to fix our economy and build a stronger, fairer, greener, long-term future for the UK. For more information on how this government can support mission-led business to grow, please see the Alliance's [Business Plan for Britain](#). The Labour Party have committed in their manifesto to growing diverse business models and doubling the size of co-operatives and mutuals.

### What is a community business?

England's 9,000 community businesses are established and run by the community, trading to generate income that is reinvested locally, and working to improve the place in which they are based.

### What is a co-operative (co-op)?

A co-op is a business or organisation that's owned and controlled by its members, to meet their shared needs. There are over 9,000 in the UK, generating £87bn of revenue and with over 400,000 employees.

### What is an employee-owned business?

Employee ownership is when employees have a say and a stake in the company they work for. Since 2014, the number of employee owned businesses in the UK has skyrocketed to more than 1,650 businesses.

### What is a social enterprise?

There are around 131,000 social enterprises in the UK, with a collective turnover of £78bn and employing around 2.3 million people.

### What is social impact investing?

Social impact investing seeks to tackle social issues, generating positive social impact alongside financial returns. It involves investing in organisations or projects that have a social mission, with the goal of creating positive change in the world.

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## Kickstart economic growth



### MISSION DETAIL

To secure the highest sustained growth in the G7 – with good jobs and productivity growth in every part of the country making everyone, not just a few, better off.

## How mission-led business can deliver

Mission-led businesses currently represent around **5%** of UK businesses, creating around **4m** jobs and **10%** of GDP while re-investing more than **£1bn** of profits in communities.<sup>1</sup>

If all businesses were mission-led:

- UK GDP could be **7%** larger
- The lowest paid workers could receive an average £44/week pay rise
- Investment as a percentage of GDP could increase by 3%
- R&D expenditure could increase by £135bn.<sup>2</sup>

Increasing the proportion of social enterprises and co-operatives within the UK economy from 3% to 12% of GDP would increase UK investment by £14bn.<sup>3</sup>

UK businesses made £239bn in profits in 2022.<sup>4</sup> Social enterprises re-invest on average 88% of their profits into their social or environmental missions.<sup>5</sup> If the wider business community emulated social enterprises, this would generate more than £210bn profit reinvestment – equivalent to 10.5% of GDP.

**READ MORE** on how diverse business models can promote growth: [The-Purpose-Dividend, Ending the Monoculture, Employee Ownership Knowledge Programme](#)

Employee-owned businesses and worker co-operatives are 8-12% more productive than other comparable firms.<sup>6</sup>

Once established, mission-led businesses are more sustainable in the long-term. The five-year survival rate for co-operatives is 83% and for community businesses, 99% - more than double that of small and medium-sized enterprises. Over more than 20 years, community-owned businesses' survival rates are 92% - few businesses close once they are community-owned.<sup>7</sup>

Co-operatives and social enterprises are more likely to keep trading through difficult conditions; co-operatives were four times less likely to close during the Covid-19 pandemic than other firms<sup>8</sup> and indeed increased turnover by 3.7% on 2022.<sup>9</sup> Employee-owned businesses have been less likely to see their profits decline over the last 5 years.<sup>10</sup>

**READ MORE** about mission-led business impact: [CUK 2024 Report](#); [Employee Ownership Manifesto](#), [State of Social Enterprise 2023](#), [Community Business Market Report 2022](#)

## Economic stability through productive use of profits

Last year, social enterprises reinvested over £1bn into their social and environmental missions.<sup>11</sup> By comparison, the annual value of share buybacks by FTSE 100 companies stood at £38.5bn with analysts suggesting up to £120bn will be paid to shareholders this year.<sup>12</sup>

**For every £1 spent with a community business, 56p stays in the local economy, compared with just 4p for large private sector firms.<sup>13</sup>**

## Funding and finance

‘**Blended finance**’ models help to make finance more accessible and useful for enterprises and investors alike. Blended finance **bridges capital into communities**, overcoming the affordability barriers and ensuring finance reaches organisations previously unable to access investment, enabling investors to meet the risk and return requirements on their capital.

## Creating good jobs and a New Deal for Working People

SMEs create on average 0.7 jobs per £100,000 in turnover, while large businesses create just 0.5 jobs.<sup>14</sup> By contrast, **social enterprises create 3 jobs per £100,000 of turnover.<sup>15</sup>** Worker co-operatives in the UK create more jobs than UK businesses generally.<sup>16</sup>

Social enterprises employ people from disadvantaged backgrounds. More than half of social enterprises actively seek to employ people from disadvantaged groups (e.g. ex-offenders, care leavers, homeless etc).<sup>17</sup>

Social enterprises are more representative of society, with nearly half led by women and 13% led by people from minoritised communities. Female and ethnic minority-led businesses are also more likely to hire women and people from minority backgrounds.<sup>18</sup>

If social enterprises and cooperatives made up 12%, rather than the current 3%, of the UK economy, this would:

- increase average wages – up to £2,640 per worker and ensure that 400,000 more workers are paid the real Living Wage.
- enable 75,000 more employers to train their staff.
- give 4.2 million workers a meaningful say over how the businesses they work for operate.
- improve quality of work through greater access to initiatives such as the four-day week and flexible working.<sup>19</sup>

Employee-owned businesses are 8-12% more productive per employee and 50% more likely to expand their workforces than other businesses. They are 73% more likely to have high employee satisfaction, motivation and work-life balance and report 12% more investment in training, skills and on-the-job development.<sup>20</sup>

**While 1 in 9 employers across the UK are estimated to pay the real Living Wage, an estimated 84% of social enterprises do so.**<sup>21</sup> 77% of social enterprises provide informal or formal training opportunities compared to 60% of other businesses.<sup>22</sup> 95% of social enterprises offer flexible working opportunities, including remote working.<sup>23</sup> Employee-owned businesses and worker co-operatives are more than twice as likely to have fair pay accreditation than other firms, and have an average minimum annual wage that is £2,500 more than other firms.<sup>24</sup>

Social enterprises are broadly supportive of the changes in Labour's New Deal for Working People, and have constructive recommendations for how the New Deal can deliver for workers and employers. [READ MORE](#)

## Mission-led businesses support homes people need and are a vital part of home-building and supply chains

Mission-led businesses are natural partners to help support the building of good quality affordable homes that are built sustainably and to last.



*Cornerstone Place*

**Cornerstone Place** transform unused land and buildings into affordable homes for local authorities, RPs and charities, building 100% social housing without profit. They are working directly with local authorities to unlock new homes for people in housing need while prioritising local supply chain and employment opportunities. Not only will this result in local economic growth, but it will also ease the ballooning burden on council budgets by reducing the need for temporary accommodation and help sustain and grow more inclusive communities by ensuring the ownership remains with the local authority or a local charity. [READ MORE](#)

**Ecology Building Society** is a mutually owned building society dedicated to improving the environment by supporting and promoting ecological building practices and sustainable communities. [READ MORE](#)

When a group of concerned locals convened a meeting about the housing crisis in Oxford, the result was the creation of the **Oxfordshire Community Land Trust**, which became a registered housing provider, acquired land to build on, launched a community share offer and secured a £10,000 development grant from the Community Shares Unit [Booster Fund](#). [READ MORE](#).

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**Creating Enterprise** is a social enterprise in Conwy, a subsidiary of Cartrefi Conwy, which has quickly grown into the social contractor of choice for North Wales - building environmentally friendly homes using sustainable materials. It is also innovative in finding new ways to lower its carbon footprint, such as by sourcing eighty per cent of its timber from Wales and creating well-paid, full-time employment opportunities for the local community it serves. [READ MORE](#)

## Devolution of power across England

Labour's plan to widen and deepen devolution with associated expectations for socially inclusive growth can benefit from evidence-based solutions from community power and rights, to place-based support infrastructures, to mission-led businesses based within 'left-behind' communities. We welcome the adoption by the new government of Community Right to Buy, read more [HERE](#) on how this can work. Implementing the [Community Wealth Fund](#) will also help mission-led businesses deliver in the context of devolution.

Community businesses generate income (for example: renting out space in their buildings, trading as cafés or generating energy) which is reinvested locally, benefitting people and improving the place in which they are based. While grants are vital in the early stages of the business, sustainability is built through securing trading income. [READ MORE](#)

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### READ MORE ABOUT [COMMUNITY POWER](#)

**Headingley Development Trust** in Leeds is a long-running organisation which has grown its community-owned asset base over two decades, running a thriving arts space, events venue and café, and a greengrocer. It also owns and manages several homes, maintains a community orchard and runs local zero-carbon campaigns. [READ MORE](#)

The area around Anfield was identified as a 'market-failure', facing lack of investment, rising unemployment and boarded up housing— until residents re-opened a local bakery – **Homebaked**. [READ MORE](#)



Scotland has a 10-year  
**Strategy for Social  
Enterprise.** [READ MORE](#)

## Examples of growing diverse business at Combined Authority level

Combined authorities have started playing  
a vital role in developing the ecosystem for  
mission-led business growth. For example:

### Tees Valley

Volunteering innovation challenge  
TVCA Business challenges

### York and North Yorkshire

An economic framework for  
York and North Yorkshire  
Combined Authority

### West Yorkshire

VCSE Sector report  
Social Value Guide

### South Yorkshire

Social Enterprise  
Growth Accelerator  
(SEGA)

### Greater Manchester

Our Business: Supporting the  
Social Economy Programme  
Greater Manchester Social  
Value Network  
Greater Manchester Strategy  
Social Enterprise Action  
Group (SEAG)

### Liverpool City Region

Kindred  
Social Value Framework

The Welsh Government  
has legislated for a Future  
Generations Act to place well-  
being at the centre of policy-  
making. [READ MORE](#)

### West Midlands

Social economy  
overview – including  
forum and advisory  
group

### Cambridgeshire and Peterborough

The Business Growth  
Programme for the  
Third Sector

### West of England

Funding boost to strengthen  
the social economy and  
help residents set up  
social enterprises  
Community support fund

### Greater London

London Ownership Hub  
Power Up London  
Accelerator Programme

### Mission-led Business Hubs

Building on examples in the West  
Midlands, South Yorkshire and Greater  
London where Ownership Hubs have  
been established to promote and  
support worker co-operatives and  
employee ownership. [READ MORE](#)

## Delivering for left-behind areas

Mission-led businesses deliver in Britain's most deprived areas and communities. **22% of social enterprises operate in the most deprived areas of the UK as measured by the Index of Multiple Deprivation**, compared with 14% of wider businesses.<sup>25</sup> Social enterprises in the most deprived communities are larger on average than those in the least deprived communities, as social enterprises prioritise investing in those places that most need support.<sup>26</sup>

**East Marsh United** in Grimsby works to provide community education and health and wellbeing awareness, hosting the Citizens' Advice Bureau and a credit union once a week to help local residents. [READ MORE](#)

**Latch** in Leeds is turning derelict houses into homes and transforming lives, supporting its tenants to make positive change through an approach that's bespoke, people-centric and empowering. [READ MORE](#)

Run by [Abram Ward Community Co-operative](#), **Made in Wigan** aims to give local people a chance to use their skills to create community businesses that address local needs by providing seed funding, training and support so Abram residents can successfully manage and grow their own enterprises. From this, the Men's Shed was set up. [READ MORE](#)

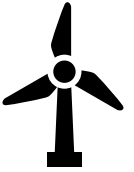
**Centre 4** is a community hub at the heart of the Nunsthorpe estate, Grimsby. [READ MORE](#)

Since 1998, **Paddington Development Trust** has been working to reverse years of decline and socio-economic neglect in four wards bordering Westminster – one of the wealthiest areas in the world. [READ MORE](#)

**Carlisle Business Centre** works to tackle social inequality in Manningham, Bradford, to strengthen the power of local people and create innovative solutions to complex social problems. [READ MORE](#)

**Kitty's Launderette** in Everton, Liverpool provides both accessible washing & drying facilities to the local community, as well as vital community events & activities and local employment. [READ MORE](#)

# Make Britain a clean energy superpower



## MISSION DETAIL

To cut bills, create jobs and deliver security with cheaper, zero-carbon electricity by 2030, accelerating to net zero.

Mission-led businesses place the climate and nature crisis at the heart of what they do.

There are 300 co-ops in the energy and environment sector, with a turnover of £38.8 million.<sup>27</sup> 19% of social enterprises (around 24,000 businesses) have a core mission addressing climate change<sup>28</sup> and 83% of social enterprises believe that buying socially and environmentally friendly products is as important, or more important, than costs.<sup>29</sup>

### 96% of community businesses took some form of climate action last year.

44% are taking action to reduce their waste, and 85% have either installed or are currently considering installing energy saving measures.<sup>30</sup>

**Employee-owned businesses are more likely to have a net zero or carbon neutral strategy in place than traditional businesses.**<sup>31</sup> 65% of social enterprises have a plan for reducing greenhouse gas emissions,<sup>32</sup> 58% of community businesses have installed energy saving measures, and 49% are considering installing new measures. 96% took some form of climate action last year, such as sustainable food production and local sourcing.<sup>33</sup>

72% of community businesses improve their local environment through growing, providing, and educating people about food, improving buildings, protecting the natural environment, and managing waste and resource consumption.<sup>34</sup>

## Energy system reform, GB Energy and high-quality jobs

Mission-led businesses contribute across clean energy, innovation, job creation and infrastructure development. They are experts in high-quality job creation. They play vital roles in supply chains across all sectors and critical infrastructure. Deploying clean local energy production to benefit communities across the country must capitalise on experience – e.g. community energy and mission-led renewable energy providers.

**Croydon Community Energy** is a renewable community energy project created by Croydon residents and funding fuel poverty alleviation work and green skills employment. It creates its own income via undertaking surveys, design and installation work and works with community groups to enable Croydon to meet its net zero aims and grow opportunities. [READ MORE](#)

The **Centre for Energy Equality** aims to ensure equal access to safe, affordable and sustainable energy across all communities, providing expertise, practical solutions and access to networks in order to promote and support initiatives that help people access affordable and sustainable energy. [READ MORE](#)

**Ebico Ltd** is a not-for-profit gas and electricity supplier aiming to offer a better, fairer deal for domestic energy to British households. [READ MORE](#)



*Low Carbon Hub*

**Low Carbon Hub** develops community-owned renewable energy in Oxfordshire and uses all of our profits to fund community-led action on climate change. [READ MORE](#)

**Brighton Energy Co-op** provides solar installation supported by the Community Solar Accelerator, a grant scheme it runs with the EU Development Fund to provide match funding to businesses going solar. [READ MORE](#)

**Grimsby Community Energy** brings green energy to the local area, with six solar panel installations on local properties totalling 200kW – GCE's work is reducing CO2 emissions while saving consumers money. [READ MORE](#)

**Bristol Energy Co-operative (BEC)** develops renewable energy and energy efficiency projects and is owned and controlled by 1,500 members – local residents, community organisations and local businesses – who have pooled £8.5m to fund its activities, resulting in 10.5 MW of energy generation capacity. [READ MORE](#)

In north-west Bristol, **Ambition Lawrence Weston** have built a community-owned wind turbine -the tallest onshore wind turbine in England. The initiative is creating jobs, revenue, and renewable energy to benefit the local community. [READ MORE](#)

**Social impact investors** enabled the biggest transfer of community energy assets ever in the UK, with solar farms with a collective capacity of 36MWp going into community ownership, increasing England and Wales's community solar capacity by one-fifth. [READ MORE](#)

**Awel Aman Tawe (AAT)** is based in the Amman Valley in south Wales and for twenty years has driven forward a shift towards a greener, fairer economy. It has enabled communities to be more resilient, developing a community wind farm and a portfolio of nearly 100 rooftop solar sites that not only help generate cheaper, greener electricity but also help to fund education and arts programmes. [READ MORE](#)

## Warm homes, resilience and net zero

A wide range of mission-led businesses across the country provide solutions to households, communities and businesses on energy and the wider net zero transition. They are frontrunners in new solutions, inclusive in community engagement and a lifeline to those left behind.

**Planet First Energy's** mission is to aid the eradication of fuel poverty, helping the most vulnerable to stay warm and well - they ensure organisations buy energy better, reduce how much they use and stay compliant with legal and environmental objectives. They help with billing issues, metering, energy audits, environmental reporting, compliance, electric vehicle charging and advice on renewable technology. [READ MORE](#)

**Climadapt** provides accessible climate adaptation solutions to home owners, tenants, property agents, housing associations and local government. [READ MORE](#)

**Energy Local** does ground-breaking work enrolling people in green energy at grassroots level and giving them the opportunity to save money while saving the planet. [READ MORE](#)

**Loco Home Retrofit** (LHR) helps reduce fossil fuel dependence and is a community-led intermediary for retrofit in Glasgow. [READ MORE](#)

[READ MORE](#) about social enterprise green procurement options.



## Nature and clean water

Profit-maximising in public utilities is a particular concern in water provision, where raw sewage and high profits have demonstrated the need for alternative delivery models and more resilient company structures, as providers flounder financially.

Mission-led businesses promote nature across education, adult social services, community services, as well as professional services such as manufacturing and insurance.

Labour has begun to act on this with governance shifts, but more is needed for companies to change behaviours. For example, shifting corporate governance through a [Better Business Act](#).

The **Crop Club CIC** helps people grow food in small spaces and reconnect with nature, food and each other. [READ MORE](#)

The **Youth Hostel Association** connect people to each other, to nature and the outdoors, to culture and to heritage - operating over 150 sites throughout England and Wales, a community of shared spaces, open to all and for the benefit of everybody. [READ MORE](#)

The **Defence Gardens Scheme** is a developing network of gardens providing nature-based therapy for Armed Forces Service Leavers and Veterans and their families. [READ MORE](#)

**Naturesave** is an award-winning ethical insurance broker with nearly 30 years' experience in protecting organisations, individuals and the planet, donating profit to the Naturesave Trust, which provides grants to charities and grassroots community organisations for environmental projects. [READ MORE](#)

**Woodcraft Folk** is a co-operative for children and young people, promoting connection to nature and respect for equality and cooperation on important global issues. [READ MORE](#)

**Câr-Y-Môr** is based in Pembrokeshire and works to develop the local economy in a sustainable way that protects nature and the environment using regenerative ocean farming, food security and sustainable job creation to improve the coastal environment and the wellbeing of the local community. [READ MORE](#)

## Supporting British farmers

Mission-led farming is pioneering regenerative agriculture, including marginalised groups in farming and playing a key role in food security and environmental standards.

Social enterprises play a key role in sustainable food production and their potential to help tackle challenges in the system was discussed at the All-Party Parliamentary Group (APPG) for Social Enterprise earlier this year. [READ MORE](#)

**Sitopia Farm** is a modern, urban social enterprise farm in London working with and for the local community and using organic, regenerative agricultural techniques.

[READ MORE](#)

**Egino Emerging** sell high-grade, ecologically sound, garden fertilizer made by ex-offenders developing self-employment skills. [READ MORE](#)

**Her Land Ltd** aims to give women and girls the skills to heal and care for themselves and the land, including skills in regenerative farming, natural building, and life skills, on a heritage-rich farm in Oxfordshire. [READ MORE](#)



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## Take back our streets



### MISSION DETAIL

by halving serious violent crime and raising confidence in the police and criminal justice system to its highest levels.

Mission-led organisations provide crucial services across the criminal justice system, and in prevention and rehabilitation. Vital across this are the ways in which they join up multi-faceted needs and address gaps in systems, services and provision.

### Reducing anti-social behaviour, knife crime and reoffending

14% of social enterprises work with ex-offenders and 10% seek to employ ex-offenders.

Around 10,000 social enterprises support rehabilitation within and as people leave prison, and approximately 8,000 ex-offenders currently work for social enterprises.<sup>35</sup>

**Rising Stars Property Solutions** provides employment opportunities for ex-offenders and people furthest from the job market via its construction, cleaning and property clearance services. [READ MORE](#)

**Heartwood Skills CIC** works closely in partnership with local schools in the Northeast of England to reduce exclusion, truancy, anti-social behaviour and pupils at risk of disengaging from education. [READ MORE](#)

**The Mental Shift** provides support, education, and guidance to young men around mental health and anti-social behaviour; working to offer a holistic, non-clinical approach to early intervention. [READ MORE](#)

**Bounce Back** creates opportunities for young people and adults who have a history of or are at risk of offending to thrive, through end-to-end solutions focused around education, training and employment, working in prisons and in the community to provide holistic support. [READ MORE](#)

*Inside Job Productions***Inside Job Productions**

is a film production company that creates content ranging from film and animation to photography and digital presentations and provides work experience and employment opportunities for young people, including a project based in HMP Wandsworth working with prisoners to create content focused on mental health.

[READ MORE](#)

**The Skill Mill** supports young ex-offenders across eight local authorities into training and employment. It limits re-offending by providing them with paid real work experience, recognised qualifications and support. [READ MORE.](#)

**Peloton** are dynamic, reflective and compassionate practitioners who are bound by an ethos of supporting the development of a real cycling culture for all, by engaging with the Criminal Justice System in cycling and cycling culture as a form of rehabilitation. [READ MORE](#)

**Wales Restorative Approaches Partnership** offers training, delivery and consultation in best practices in restorative approaches. [READ MORE](#)

**The Glasshouse** is a social enterprise that offers second chances to women prisoners as they reach the end of their sentence, giving them horticultural training and employment as part of its mission to reduce reoffering and support rehabilitation for people leaving prison. [READ MORE](#)

**Community Led Initiatives (CLI)** founder Peter Atherton spent most of his life in and out of the care system and prisons with problems around drugs and mental ill-health - he used his own experience of recovery to set up a social enterprise which is transforming the lives of people who often see no way out of the situations they find themselves in. [READ MORE](#)

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**Diverse Voices** are a leading youth provider of creative approaches to education. They offer a range of programmes in mainstream school settings, alternative provisions and youth offending services suitable for all ages and abilities. [READ MORE](#)

The **Soul Shack LDN CIC** is a youth and lived experience led social enterprise tackling youth violence at the root in London, working predominately in Lambeth. [READ MORE](#)

## Tackling violence against women and girls

Mission-led organisations play a wide and vital role in supporting women and girls who are at risk of, experiencing and recovering from violence.

The **OPOKA** service aims to provide assistance and support to women and children who are experiencing domestic violence and abuse in Bristol. [READ MORE](#)

The **Gina Project CIC** uses lived experience to bring compassionate, tailored, immediate counselling & bespoke products/resources for all subjected to sexual violence & abuse. [READ MORE](#)

**Kirklees Better Outcomes Partnership** supports vulnerable individuals who are homeless or at risk of becoming homeless due to their support needs, including individuals who are victims of domestic violence, to secure accommodation; build skills; improve physical and mental health and wellbeing; and increase employability and find employment. [READ MORE](#)

**The View Magazine** is a social enterprise and campaigning platform that gives voice to women of the criminal justice system and advocates for change surrounding entrenched issues like racism, domestic abuse, economic deprivation and sexual violence. [READ MORE](#)

**EdShift** brings quality drama-based violence prevention programmes and digital resources to children and young people age 7-16 and aims to prevent domestic abuse by equipping a rising generation with alternatives to using violence in relationships. [READ MORE](#)

**jewinswomen2women ltd** work with women who have suffered from domestic violence by providing online counselling and coaching for them, we sell African food, arts, and crafts with fabrics to raise money for our cause. [READ MORE](#)



**Youth Unity CIC** is an organisation established to provide effective help and support to vulnerable young people and adults affected by group violence, drugs and

other forms of exploitation such as human trafficking, CSE and extremism. [READ MORE](#)



Calico

**Luminary Bakery** is a social enterprise creating job opportunities for women who have experienced gender-based violence and multiple disadvantages to build a different future. [READ MORE](#)

**Calico** is a Birmingham-based arts and activism company, co-creating artistic campaigns with local communities and uses art; live performance, short films, and virtual reality experiences, to combat gendered violence. [READ MORE](#)

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## Break down barriers to opportunity



### MISSION DETAIL

by reforming our childcare and education systems, to make sure there is no class ceiling on the ambitions of young people in Britain.

## Family security and best start in life

Mission-led organisations provide affordable early years care, they address social challenges faced by families living in poverty and they help young people and adults who've experienced disadvantages that limit their options in employment, housing and wellbeing.

**The Switch Project** nurtures young people's emotional and social development through early intervention, mentoring and support across West Midlands' schools, communities and other organisations. [READ MORE](#)

**Say It With Your Chest** aims to lower the rate of fixed period and permanent exclusions in state primary and secondary schools, by decreasing disruptive persistent behaviour. [READ MORE](#)

**T.A.P The Apex Project C.I.C** provide music industry related training primarily for young people alongside employment and self-employment start-up support. [READ MORE](#)

**Transitional Care Ltd AKA TCES Group** is a family-run social enterprise with a primary social objective to run inclusive, independent schools and services for the most vulnerable, complex and excluded pupils with neurodiverse identities including: social, emotional and mental health needs and autistic spectrum conditions. [READ MORE](#)

**ReconnectEd** is set up to help young people at risk of exclusion thrive in mainstream school, providing a trauma-informed coaching programme to support young people facing adversity in order to enhance social mobility. [READ MORE](#)

**Positive Families Partnership** is a prevention initiative which keeps families together, helping young people stay out of residential care by supporting them and their families better. [READ MORE](#)

**Vibe Youth** in Swansea is a specialist youth organisation with the purpose of supporting the social, emotional, and personal development of children and young people. [READ MORE](#)

## Nurseries and early years provision

Over the past four years whilst there has been an average of a 2% increase per annum in the number of nursery places in London there has been a 9% decline in place numbers in the most deprived areas. Within London, the least deprived areas have almost double the number of 'Outstanding' nurseries than the most deprived areas.<sup>36</sup> Mission-led business is part of the solution.

Through the [social enterprise model](#), **LEYF** runs nurseries in disadvantaged areas where there wouldn't otherwise be a high-quality nursery. These are made accessible by using a cross-subsidy model with all surplus being reinvested back into the business to fund places for disadvantaged children. [READ MORE](#)



Similarly, **Acorn Early Years** provides professional childcare with a personal touch, running day nurseries, out-of-school clubs, Forest Schools and training for early years professionals in Milton Keynes, Northamptonshire and Bedfordshire. [READ MORE](#)

**Nurture Families CIC** empowers families with children, before birth and throughout their early years, by supporting parent-child relationships and advancing quality early education and care to help improve life outcomes for children. [READ MORE](#)

The **Nest Holmfirth CIC** provides essential support to parents and their under fives and is run by parents, for parents, and led by a board of six female directors. [READ MORE](#)

Cooperative nurseries include [Trimdon's Little Tykes](#), [Rainbow Day Nursery](#), [Green Shoots Day Nursery](#) and [Precious Kids Day Nursery](#).

## Access to arts, music and sport

Mission-led organisations offer a huge array of opportunities for everyone to access the arts and music.

**GLL** is a charitable social enterprise which runs leisure centres, swimming pools, lidos or gyms and provides for the whole community running libraries, theatres, children's centres, playgrounds, and nurseries. [READ MORE](#)

**NTA Workshops CIC** works with children in Canvey Island and Benfleet, Essex aged 5-16 to help improve confidence, self-esteem and social skills through performing arts. [READ MORE](#)

**Alchemy Arts** is a media and arts organisation with a focus on Black and minoritised ethnic communities that uses innovation and imagination as an instrument for social change, supporting people with special educational needs, mental health, dementia and addiction. [READ MORE](#)

**Dream Big Sports** exists to ignite a passion for physical education, physical activity and sport in the next generation of young people whilst re-investing into greater opportunities for disadvantaged communities. [READ MORE](#)

**Powerday Foundation** works to improve communities and young people's lives through positive sporting opportunities and improved sports facilities and equipment throughout Greater London in the most hard to reach areas communities. It gives disadvantaged young people skills, knowledge and opportunity to support their well-being and enable them to get the most out of their lives 'Changing Young Londoners Lives for the Better'. [READ MORE](#)

**Skipz Productions CIC** provides performing arts (acting, drama, dance, singing, music), film and art workshops and clubs for children aged four to adult, working with local schools and housing associations to bring these workshops to the community. [READ MORE](#)



*Dream Big Sports*



**A Mind Apart** is a performing arts organisation who believe that everyone should have the opportunity to develop themselves creatively, irrelevant of background or age.

[READ MORE](#)

**Oxygen Arts** is a creative agency that specialises in working with charities, the arts and the public. It reinvests profits into digital and performing arts training for disadvantaged children in the UK and abroad. [READ MORE](#)

**DiveIn Jobs** is a job board with a mission to create more diversity in the workplace in science, engineering, technology, arts and maths. [READ MORE](#)

**Abundance Arts** increase community wellbeing, social confidence and learning, bringing people together using focused arts projects, workshops, community events and therapeutic activities. [READ MORE](#)

**Workshop 305 CIC** provides arts and crafts workshops to adults that have a learning disability or physical disabilities. [READ MORE](#)

**Architecture for kids CIC** engages primary school students in discussions about architecture, the built environment, and sustainability by enabling them to identify a design challenge in their school or community. [READ MORE](#)

**Rag and Bone Arts CIC** offers creative, inclusive, collaborative community arts workshops and projects to young people and adults to help them discover their 'Creative Giant'. [READ MORE](#)

## Respect and equality

**Not only are mission-led organisations more likely to treat workers better (as above), they are more likely to hire and be led by women and people from ethnic minority backgrounds.<sup>37</sup>**

59% of social enterprises are majority-led by women, compared to just 18% of SMEs, while 13% of social enterprises are majority-led by people from Black, Asian, or other minority backgrounds compared to just 6% of the wider business community.<sup>38</sup>



## A modern curriculum so young people are ready for work and life

Mission-led organisations innovate across all areas of the curriculum, including innovating for future needs in line with technology and other workplace developments.

**Urban MBA** provides secondary and tertiary equivalent programmes for young people who didn't find what they needed in mainstream education, and creates future-facing edtech innovations, including for mainstreaming into state education provision. They have produced a white paper exploring the power of enterprise education and edtech. [READ MORE](#)

**Ultra Education** supports budding young entrepreneurs from Black, Asian, and other minority ethnic communities, specifically those who are not engaging in education, training or employment – including those who have been excluded from school. [READ MORE](#)

**Sciencedipity** make science awesome for educators, parents and families predominantly in the southwest of England, offering hands-on science days and clubs for schools, community based workshops, holiday camps, lessons for home education and parties. [READ MORE](#)

**I have a voice CIC** aims to increase participation in politics by bringing professional political and campaigning experience into schools and youth groups. [READ MORE](#)

The **Boury Academy CIC** provides an affordable alternative to theatre schools for young people, regardless of their background or their families financial status, to pursue a career in performing arts. [READ MORE](#)

**Studyseed** provides online tuition services for primary to A-Level students, after-school classes and educational programmes for schools and youth organisations across Northern Ireland. [READ MORE](#)

**TechGirls** is an outreach provider that works in schools to bridge the gender gap in the tech industry, delivering fun and interactive workshops in schools, specifically to girls. [READ MORE](#)

**Social Innovation for All** believes in the power of small ideas adding up to big change and works with young people, schools and partners to design and deliver social innovation programmes that enable young people from all backgrounds to build skills, agency and opportunity. [READ MORE](#)

**Lauriann's STEM club** raises awareness for science, technology, engineering, and maths through school outreach programmes. [READ MORE](#)

**ProgressiveEducation.org** is a hub exploring innovations inside and outside of the school system and is a community of 8,000 parents/carers, teachers, academics, psychologists, researchers and pioneering education innovators. [READ MORE](#)



*Little Green Change*

**Little Green Change** provides environmental education and opportunities for children in primary and secondary-aged schools, and in the community to inspire, educate and facilitate action, benefitting both the planet and people. [READ MORE](#)

**Att10tive social enterprise CIC** engages, educates and empowers communities through events. It develops skills through workshops in the social justice field, helping participants to make a positive impact in their communities. [READ MORE](#)

**SIPS Education** is an award-winning co-op that provides a range of services to schools in Sandwell, the Black Country and the West Midlands. [READ MORE](#)

As part of its support for the Barton Hill neighbourhood of Bristol, **Wellspring Settlement** runs a 13-week parenting programme that promotes emotional literacy between parents and children, helping them to better communicate, empathise, and cope with challenging situations. [READ MORE](#)

**Orange Bow** is a specialist training provider for young people aged 16 – 24 years old from underprivileged and ethnic minority backgrounds. It helps young people not in employment to gain skills and find employment. [READ MORE](#)

## High-quality apprenticeships, specialist technical colleges and jobs for the future

Data on the levels of investment in training between social enterprises and co-operatives indicates that double the number of these business types train their workers compared to their peers in the private sector. Assuming social enterprises made up a significantly larger proportion of employers in the UK (around 12% in line with overall economic contribution), an additional 76,000 SME employers would train their workers compared to the current average.<sup>39</sup> This would have a significant impact upon improved skills levels within the overall economy and provide a higher quality of work for workers. [READ MORE](#)

As technology changes, the nature of jobs is changing too. This is increasing the demand for data skills; fewer good jobs are focused on routine tasks, and a greater number of jobs now require complex expert thinking and communication.<sup>40</sup>

93% of employee-owned businesses invested in on-the-job learning and development training in the last 12 months compared to 85% of other businesses; employee-owned businesses spend an average of £38,000 (12%) more on training per company.



Clean for Good

## Build an NHS fit for the future



### MISSION DETAIL

An NHS that is there when people need it; with fewer lives lost to the biggest killers; in a fairer Britain, where everyone lives well for longer.

Mission-led businesses are part of the NHS family and central to the diversity of health and care provision in the UK. They run community care services, GP practices, out-of-hours services, mental health support, drug and alcohol rehabilitation centres, prison care and services for those with learning disabilities. They deliver dentistry, end-of-life care, physiotherapy, audiology and much more.

Social enterprises in health and social care have a turnover of £1.5bn and employ around 100,000 staff. [Social enterprises delivering urgent care](#) serve around 64% of the UK population. A third of all community health services are delivered by social enterprises.<sup>41</sup> 96% of HSC social enterprises are delivering services that make a surplus, and the vast majority are rated good or outstanding by the CQC. [READ MORE](#)

**There are 120 health and social care co-ops in the UK, contributing £179.8m in turnover.<sup>42</sup> 95% of community businesses are improving the health and wellbeing of their community as part of their impact.**

These businesses are delivering for the taxpayer. While 40% of NHS Trusts ran operating deficits in the fiscal year ending in March 2023, 68% of social enterprises working in the health sector reported making a profit, with a further 21% breaking even.<sup>43</sup> They also maintain extremely high standards in the delivery of healthcare. The Care Quality Commission reports that 94% of healthcare settings run by a Community Interest Company were rated good or outstanding, compared to 85% run by other providers.<sup>44</sup> [READ MORE](#)

Academic research has found that social enterprises in the social care sector outperform their competitors when it comes to safety, care quality and leadership.<sup>45</sup> [READ MORE](#)

These mission-led businesses are preventing admissions to hospitals, relieving pressure on the NHS more widely, and are already helping deliver the Government's manifesto commitment to "shift our NHS away from a model geared towards late diagnosis and treatment, to a model where more services are delivered in local communities."



**HERE** provide a range of primary care services and solutions to transform long-term conditions. [READ MORE](#)

**Equal Care Co-op** are building a new, co-owned social care platform that puts care givers and receivers in charge. By incorporating as a multi-stakeholder co-operative, their digital product and accompanying service is owned by and accountable to the communities using and sustaining it. [READ MORE](#)

In Salford, Greater Manchester, **Social Adventures** is radically changing how a community can address health inequalities through redefining what is possible when it comes to the delivery of care. It is doing this through genuinely placing communities at the heart of their work, thinking outside the box, setting up businesses to create a sustainable source of income and genuine employee ownership. [READ MORE](#)

**FCMS and Mastercall** deliver out of hospital urgent care services. [READ MORE HERE](#) and [HERE](#)

**Cornerstone Place** have just started a project with the NHS in Hull with the aim of building four homes for people with complex autism and other associated challenges. The homes will be net zero, specifically designed to allow people to be discharged from NHS facilities to live in the community more independently and allow the critical care NHS facilities to be freed up. [READ MORE](#)

**Turning Point** is a national health and social care provider with specialisms in mental health, substance use and learning disability. It provides services across 270 sites in England and last year it supported over 197,000 people, employed over 4,000 staff and delivered £142.5m in social value to local economies.

[READ MORE](#)

**Giraffe healthcare** are a spin-out of Glasgow Caledonian University and provide a state-of-the-art on-line platform for the remote delivery of high quality, personalised health care services backed by expert advice and support. [READ MORE](#)

**NAVIGO** provide mental health services in Lincolnshire and Yorkshire, covering acute and community facilities as well as specialist services such as an older adult's inpatients services, rehabilitation and recovery services, perinatal mental health support and a specialist eating disorder facility. [READ MORE](#)



NAVIGO



## Endnotes

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