

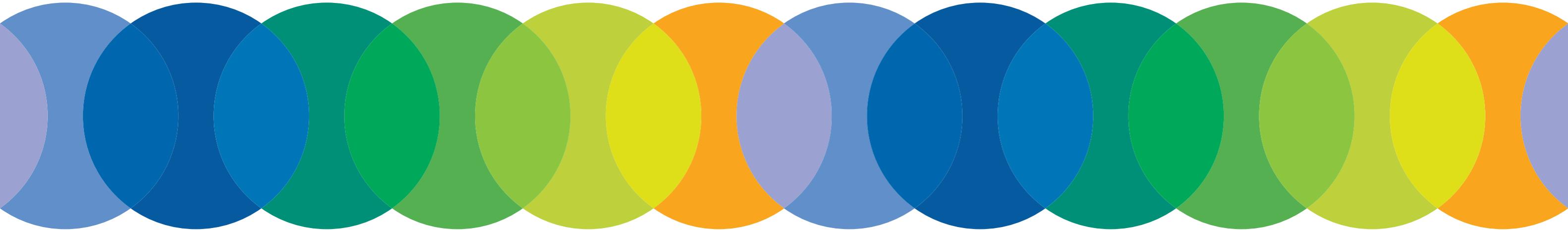
research  
in practice  
*for adults*

research  
in practice  
*for adults*

04  
KEY ISSUES

[www.ripfa.org.uk](http://www.ripfa.org.uk)

# social firms



## what are social firms?

Social Firms are enterprises specifically designed to create jobs for people with disabilities or other severe disadvantages in finding employment - this much is universally agreed. Often, however, there is a little more to understanding the Social Firm model than this basic definition might suggest. Uncertainty arises, for example, if we ask a question like:

**‘how does the Social Firm model differ from older ‘industrial therapy’ or ‘sheltered employment’ models?’**

In some countries this difference is expressed mainly in the legal structures Social Firms use - such as co-operatives - which imply doing things with people rather than for people. In the UK however Social Firms are rarely co-operatives. The umbrella body Social Firms UK has therefore developed a more extensive values-based definition of Social Firms, under the headings *Enterprise, Employment and Empowerment*.

This definition (summarised in the Appendix) is quite lengthy and complicated, but in essence, Social Firms are a modern development of the old ‘sheltered employment’ models, taking on board

- > ideas around social and financial inclusion - employing both disabled and non-disabled people together in real jobs - and
- > the ideas of the broader social enterprise movement - that it is possible to use self-financing business structures and methods to achieve social benefits.

## Placing Social Firms in the wider context of social enterprise is also crucial to understanding them

Social Firms are in fact a relatively small and well-defined set within the large and amorphous mass of social enterprise.

‘Social enterprise’ is a vague and contested term - there is much unresolved argument for example over whether a conventionally structured business providing a social benefit, such as health care, is really ‘a social enterprise’.

However, the contested nature of the concept should not disguise the enormous impact it is having on the policy and funding environment, and indeed on business culture in general. High-profile examples of social enterprise like Jamie Oliver’s *Fifteen* restaurants are frequently discussed in the media; the law of the land has been adapted to social enterprise, for example through the introduction of the Community Interest Company form; many big new funds have been established, such as the Department of Health’s £100million Social Enterprise Investment Fund. One recent study (Harding, 2008) suggested that 35% of all new entrepreneurs in the UK are now social entrepreneurs. The business world is changing. The best social enterprises - *Cafédirect* for example - not only combine the strengths of business and charity, they can outperform both even in their own terms -

### from this... >>

- Sheltered employment:**
- a small number of non-disabled staff
  - provide support and provision for:
    - a larger number of disabled staff

### ...to this

**Social Firms:**

Disabled and non-disabled people work alongside each other - real jobs in real businesses - but also in a supportive workplace

by delivering more sustainable poverty relief while at the same time taking market share from the largest multinational companies. In so doing they model a whole new way of organising human affairs - and Social Firms cannot be understood without understanding that some of this inspirational mission is carried within even the most modest of them.

## how many social firms are there?

There are currently very few Social Firms in the UK that meet the pretty strict criteria of Social Firms UK.<sup>2</sup> Key numbers from the sector mapping carried out by Social Firms UK are set out in Table 1. This counts ‘emerging social firms’ as well as Social Firms - Emerging Social Firms do not yet meet all of the Social Firms UK criteria, but they have provided evidence that they will do so.

The most comprehensive mapping took place in 2005, when the 119 Social Firms had created just over 1,550 jobs, of which 55% were held by disabled people. This implies an average workforce size of just over 13 employees (8-9 disabled). Given this average size, by 2007 there were probably about 2,000 people working in Social Firms, of whom well over 1,000 were disabled.

A 2005 survey of EU countries suggested there were over 8,000 Social Firms employing 80,000 workers, 30,000 with disabilities. About a quarter of these Social Firms were in Italy, where they are also more easily counted because they take a particular statutory form (Type B Co-operatives). More directly comparable with the UK, perhaps, is Germany, which has the second largest Social Firm movement in Europe. In 2005 there were over 500 German Social Firms, with a combined workforce of 16,500 employees, 50 percent of whom had disabilities (Warner and Mandiberg, 2006).

The size of the German and Italian Social Firm movements is however enabled by government support: typically, 30% of German Social Firm income is derived from government wage supplements for workers with disabilities, while in the UK long-term wage subsidy is not generally available. Many people involved in Social Firms in the UK believe that we will

not see big growth in Social Firm numbers without such government support, and Social Firms UK has recently argued for a waiver of PAYE and NI for any company that employs more than 25% disabled staff.

Although there are as yet comparatively few Social Firms in the UK, therefore, it can be argued both from domestic growth rates to date and international experience that this number will continue to increase, especially if the UK legal/financial environment can be changed. But should the number grow? If it cannot yet be argued that Social Firms have a big impact by virtue of their quantity; what then of their quality?

Table 1 Social Firms UK sector mapping 2005 - 2007

Source: Social Firms UK

Year	Emerging Social Firms	Social Firms	Total	% Growth
2005	70	49	119	0% <sup>3</sup>
2006	70	67	137	15%
2007	80	71	151	10%

## what do social firms offer?

Before answering this question directly, it is necessary to understand something of the diversity of Social Firms.

The key business problem for Social Firms is that they have higher staff costs than their competitors; they must have, or the disabled/disadvantaged people they employ could work somewhere else. In Germany and many other countries this cost is made up by government wage supplements; in the UK Social Firms must find other ways of supplementing their income. It is one of the most intriguing aspects of Social Firms that they do this in a whole range of ingenious ways. For example:

- > A Social Firm might sell at a slight premium into sympathetic markets (customers pay a bit more because they know they are also paying for a social benefit)
- > A Social Firm might organise its shop floor very carefully around the abilities and disabilities of its staff
- > A Social Firm might have grant-funded its capital costs - for example a building - thus releasing free money that competitors would have to repay
- > A Social Firm may draw on other value not available to competitors - for example a product design or other work donated rather than fully costed.

These are just examples - there are many other business models that enable Social Firms to commercially realise the social value they create.

One common business model for Social Firms requires a little more explanation, because of its particular relevance to health and social care commissioning. This model runs two synergistic trades in the shell of a larger enterprise. One trade offers products or services to the general public or business-to-business markets. For example this might be a garden centre or gardening service. The same enterprise also offers a training or employment development service - or a straightforward activity-based care service - places in which are purchased by social services departments or health trusts, and/or funded by other means such as Workstep or ESF. In fact, of course, the two trades work together - the trainees learning by doing some of the work in the other trade - so that they effectively cross-subsidise each other.

In this model, the permanent paid staff meet the Social Firm criteria, and any unpaid trainees are not counted as Social Firm employees. Often, of course, some of the trainees do progress to full employment in the Social Firm, while other trainees may progress elsewhere. For the trainees it is a bit like any training or work experience placement - except that they have the concrete example and possible progression route

of a real job right there for them. Often, they also have the example of disabled people holding management posts, and even acquiring ownership of the Social Firm.

Some of the best known Social Firms in the UK follow this model. For some health and social care commissioners, it is the fact that they can place service users on a structured training or care programme that enables them to purchase places and thus support the Social Firm. This model sidesteps some of the more general - and more difficult - questions about the benefits of Social Firms, since the key questions for commissioners are about the benefits of purposeful activity, training and progression into paid employment for individual service users - and this is precisely the area where there is most favourable evidence.

## social firm business model case study

### Six Mary's Place

Six Mary's Place was created nearly 20 years ago when Andy Hunter gave Edinburgh Community Trust (now Forth Sector) a soft loan with which to buy the building. It is a beautifully refurbished Georgian town house in the heart of Edinburgh, and offers Bed & Breakfast and Meeting Room Hire. It holds a rating of 3 stars by VisitScotland, 4 diamonds by the AA and an entry in the Which *Guide To Good Hotels*. It has also won the prestigious Scottish Thistle Award for Outstanding Customer Care and a Green Tourism Silver Award.

A recent SROI study found that for every £1 invested in Six Mary's Place, almost £6 is returned in added social value.

The Guest House is run by four full-time staff - two of whom are former trainees recovering from mental illness - and up to 20 trainees, some of whom have mental disabilities. In effect, Six Mary's Place is two businesses - one providing training and one running a Guest House - in the shell of a larger enterprise. The two trades work together and cross-subsidise each other. Interestingly, there was recently such a shortage of labour in Edinburgh hotels that the industry itself paid Six Mary's Place to train people.

For more information see: [www.sixmarysplace.co.uk](http://www.sixmarysplace.co.uk)

## what does the evidence indicate?

When we look at evidence presented by supporters of Social Firms, they in fact rely largely on evidence not specifically for Social Firms, but for the benefits of paid employment more generally. The latter is indeed strong, and was recently summarised in an authoritative independent review (Waddell and Burton, 2006).

When we ask more specific questions, however, real evidence becomes much harder to come by

> are Social Firms more or less beneficial for health and well-being than other ways of supporting people into work?

> are Social Firms more or less cost-effective than other ways of helping people make the transition into work?

As yet no study has been undertaken that would provide a robust answer to such questions. There are a number of reasons for this:

> those involved in Social Firms usually have experience of alternative approaches, and they 'know' that Social Firms are a better alternative - or at least that they work better for some people

> Social Firms are still quite new, and as we have seen there are not yet many in the UK - also, they adopt very diverse models - so it has been hard to get together any kind of proper sample or methodology, let alone the resources for a really robust study

> some of the questions may have only contingent answers anyway - for example they might depend on welfare benefits and tax treatments that may change from year to year.

However, although the evidence for both the well-being benefits and cost-effectiveness of Social Firms is poor in some respects - being based either on studies of individual Social Firms or very small samples - it is also true to say that the little evidence we have is almost all positive.

The best approach to these questions in the UK is provided by the studies that came out of the 2003 project *Employment Creation in Social Enterprises - A Public Body Perspective* (Seebohm and Beyer, 2003). The central conclusion of these studies was that:

*'From every perspective - that of the taxpayer, public body and disabled worker - one model of provision emerged as the most financially advantageous, and this was the social enterprise which employed disabled people who had previously been trainees (or otherwise unemployed), and which had a significant trade income to offset costs... and the quality of experience for all the disabled workers interviewed here was good.'*

These studies looked in detail at three examples:

> a training and work-readiness activity in a day-centre but with little actual trading (this is called the **start-up level**)

> a training and work-simulation activity involving still largely unwaged disabled people but with substantial trading (called the **care trading activity level**)

> a training and enterprise activity still within a public body but covering most of its costs from trading income and paying proper wages (called the **social enterprise level**)

Subsequently the author was able to add to the ISB analysis data for Pack-It, a fully externalised stand-alone enterprise effectively generating all of its income from trading and employing people on proper wages (called the Social Firm level).

The table below summarises the net costs to the funding public body per user across the ISB examples and Pack-It.<sup>4</sup>

Table 2 Example costs of service per disabled user

	Net cost per user	Trading income per user
ISB start-up level activity	£4,179	£43
ISB care trading activity level	£4,897	£438
ISB social enterprise level	£2,992	£11,756
Pack-It - Social Firm level	[£1,908] *	£62,139

\* Pack-It was at this time a net contributor to Cardiff City Council (negative net cost)

It is interesting to note that it may well be the case that the majority of work simulation and employment training activities in the public sector are attempting to work in what is probably the most expensive way - at the care trading activity level - caught between care models and enterprise models and more expensive than either.

In its own terms the ISB analysis is carefully done and provides some useful indicators; the obvious problem is that it is based on only four cases. These may well be typical, but clearly cannot provide a robust basis for generalisation.

The other main type of evidence for Social Firms also suffers from this problem. This has come out of the Social Return On Investment (SROI) approach.

SROI is a methodology for evaluating investments made in social projects. It attempts to take into account not only financial returns, but also to express the financial value of social returns. Much of this is similar to the kind of calculation done in the above ISB analysis - for example the reduced healthcare and welfare benefits costs, and the increased tax-take associated with a disabled person working in a Social Firm (as opposed to not working). In SROI the result is expressed as a ratio (return/investment). Here is an example conclusion of an SROI study - this one of the Essex Social Firm *Millrace IT*:

*' MillRace IT's SROI ratio of 7.4:1 implies that, for every £1 invested, £7.40 of social value is created each year for society in terms of reduced health care costs, reduced benefits costs, and increased taxes collected. However, there are a number of other benefits, such as increased self-confidence of those recovering from mental ill health that are not included in the analysis, suggesting that the social return calculation underestimates the true social value created.'*<sup>5</sup>

SROI is a potentially sophisticated social investment appraisal tool (and there is currently a great deal of investment going into its own development) but it is fundamentally designed to assess individual investment decisions rather than enable sampling for the more general comparison of very different approaches. To date SROI has concentrated on proving the benefits of Social Firms as an alternative to unemployment, rather than in comparison with say supported employment programmes.

SROI does not prove that Social Firms are more useful than other ways of supporting people into work, but it does contribute to an emerging picture of Social Firms that is very positive. One further type of analysis that also adds to this picture - and again backs up the broad conclusions of the ISB analysis - is longitudinal study of how older care models can be developed into Social Firms.

## can sheltered employment or therapeutic work be transformed into a social firm?

Some years ago it was estimated that organisations take from two - three years to go from initial discussion of the more commercial development of an employment activity for disabled people through to the launch of an independent Social Firm (Social Firm UK, 2002).

**More recent experience perhaps suggests a longer timescale. Over about five years *Bizmatch*, a Social Firm emerging from Herefordshire social services, grew its turnover from £100,000, of which 65%**

**was Council funding, to over £300,000 of which Council funding was less than 15% (in real terms Council funding declined from £65,000 to £50,000, or by 23%).**

An action research project by Mark Bertram on *Carpet Cleaning Care*<sup>6</sup> set out specifically to answer the question of whether an existing public sector sheltered employment project could be successfully transformed into a self-sufficient and profitable Social Firm, operated by service users. Although his answer is not yet definitive (*Carpet Cleaning Care* is currently still in the process of externalising) the income growth achieved in the project has been spectacular - and it is thought financial independence will indeed be achieved once it is free of the NHS regulatory framework.

Table 3 **Carpet Cleaning Care Income Growth**

	2002	2003	2004
Trading income	£5,570	£10,260	£32,160
Percent increase		84%	213%
Number of workers	7	11	13
Percent increase		57%	18%
Trading income per worker	£795	£933	£2,474
Percent increase		17%	165%

## social firm externalisation example: Pack-It

Pack-It is one of the few established Social Firms that have so far come out of a local authority externalisation process.

It started as a Cardiff Social Services sheltered employment project in 1988, first with two users and two staff based in a day centre, but with the idea of building up a contract packaging, warehousing and distribution business. It was slow to develop at first. When John Bennett was asked to get involved to sort out some trading problems in 1993 it still had only four workers, and the two service users were still only paid a £20 'attendance allowance'. However, turnover had been built up to about £70,000 per year and it had moved out of the day centre into an industrial unit; also, an independent company had been formed and the staff transferred to it.

John Bennett stayed on to manage the business, and eventually built it into an outstanding Social Firm - winners of the 2003 Enterprising Solutions award and the 2005 European Social Firm of the Year Award. Pack-It has sometimes employed over 20 people, and currently has 16 full-time staff, half of whom are disabled. All staff earn over the minimum wage. They have a wide range of disabilities, including profound deafness, 'mild' learning disabilities such as dyslexia and dyspraxia, and more severe disabilities such as Downs Syndrome.

Some of the disabled workers are the main bread-winners for their families. The 2 service users originally involved in 1988 still work there, now on full wages, and are among a number of workers formerly in receipt of full-time day care.

Pack-It is now a net contributor to Cardiff City Council - its business rent and rates payments to the City alone amount to more than twice its remaining social services funding. It demonstrates very clearly that many former care service users are capable of employment, and that the consequent potential for cost savings is enormous.

However, there are a number of significant factors unique to Pack-It which must be borne in mind:

- > The formal aspects of the 'externalisation' (staff and asset transfers) took place when the operation was very small, in a different policy and funding environment, and before much current legislation and case law around staff transfers, pensions, etc. was developed.
- > John Bennett drove Pack-It forward for over a decade from virtual closure in 1993 - he is a social entrepreneur from a private sector background - indeed nobody now working at Pack-It is from a professional care background.

Although Pack-It does demonstrate that health and social care externalisations to Social Firms can work, therefore, it also indicates some of the significant issues that need to be dealt with.

## where are social firms going?

The key argument over the future of Social Firms might be put like this:

### Advocate of Social Firms

Social Firms are exemplars, showing how people with disabilities or other disadvantages in finding employment can in fact - given a supportive workplace - be employed in real jobs in real businesses.

Although there are relatively few Social Firms, and there is a lack of really robust evidence for their effectiveness, this is because they are still a relatively new idea, and/or they do not receive the right kind of support.

### Critical friend of Social Firms

There are indeed examples of Social Firms that work well from every perspective: they create good quality employment for people that would otherwise be on benefits, and in many cases in receipt of other forms of social care, and they contribute to local economic development.

However, there are so few Social Firms because they are very hard to start and sustain; they in fact depend on inspirational individuals or other special factors, and therefore do not provide a reliable model.

More specifically, there is a perceived problem with Social Firms in respect of some types of disability or disadvantage. Nobody would claim that Social Firms are the optimal solution for everyone; usually, they are seen as providing options in a range of choices that should be available for disabled/disadvantaged people.

This is sometimes pictured as a place in a spectrum of provision:

Open employment

Supported employment

Employment in Social Firms

Work training and work simulation

Non-employment-related activities

Also, Social Firms have to date been most closely associated with mental health issues, and it is indeed among mental health professionals and patients that the Social Firm model is most analysed and discussed. There have been some critical perspectives in this discussion, but in general the effectiveness of the Social Firm model is widely accepted.<sup>7</sup>

With regard to physical and sensory disabilities, critics sometimes see Social Firms as less socially inclusive than open or supported employment. This perspective may arise from the fact that to make an ordinary workplace accessible for many physical and sensory disabilities requires only physical or technological adaption, whereas for people with mental disabilities, more difficult organisational and cultural change may be required. Plain old prejudice also of course plays its part.

But it is from the perspective of learning disabilities that the strongest challenges to the Social Firm model have come - largely because there has been a lot of Social Firm development work by learning disability organisations with, to date, relatively little success.

It has for example been argued that the independent Social Firm is not the best model for learning disabled people, but that something more like sheltered employment is more appropriate - a number of trading activities run by a charity providing a wide range of volunteering, training and work opportunities (Roberts, 2005).

Interestingly, some of the most successful Social Firms, such as Six Mary's Place, are in fact one of a group of trading arms of a larger charity - Six Mary's Place is part of the Scottish charity Forth Sector, which provides support in key areas, such as strategic management,

and the potential to move trainees among a number of different trade activities to work out in a practical way what suits them best.

An alternative to the Social Firm model is also proposed by a number of recent supported self-employment initiatives, such as the Herefordshire 'miEnterprise' project. This argues that although Social Firms are indeed an excellent solution for some disabled people, for those furthest from the labour market, such as learning disabled people in the local authority care system, the problem with Social Firms is that they require a sudden change from attending a day centre and getting welfare benefits to work and wages. This is because the operation of minimum wage, benefits and other regulations make it very hard to build up work and productivity slowly: you have to be either out of work or very much in work - regularly, productively and earning over the minimum wage. These regulations, however, do not apply to self-employment. What miEnterprise aims to do therefore is lower the threshold for self-employment - to do the paperwork, accounts, selling, and so on - so that learning disabled people can make the products or provide the services they like and get paid for them - whether they work four or 40 hours; whether they get £10 or £100 per week. The idea is that learning disabled people will then be able to make a slow, low-stress and flexible transition from care to employment.

The introduction of individualised budgets is also sometimes seen as favouring more individual solutions such as self-employment. Perhaps both individualised budgets and supported self-employment reflect broader social changes - more esoterically, it has been argued by some economists that the transition we are currently experiencing to a universally networked knowledge-based economy will mean the decline of the Firm itself (Benkler, 2002).

Whatever the longer term prospects, however, it seems clear that the Social Firm movement will continue to grow in the immediate future, but that Social Firms are still a far from easy option, and their growth will continue to be slow in the UK without changes in the legal and financial environment.

Table 4 Disability/disadvantage focus - SFUK Sector Mapping 2007

Type of disability/ disadvantage	Emerging Social Firms	Social Firms	Total
All	80	71	151
Focus on learning disability	19	3	22
Focus on mental health	18	15	33

## appendix

### The Social Firms UK 'values based definition' of Social Firms

#### Enterprise

Social Firms are businesses that combine a market orientation and a social mission ('businesses that support' rather than 'projects that trade'):

- > At least 50% of the firm's turnover is earned through sales of goods and/or services. (Lowest for Social Firms April 2005 - 66%)
- > The firm has an appropriate legal status. It must not be governed or driven by individual profit (except for worker co-operatives). Remote shareholders must not extract unreasonable profit.
- > The firm is trading and follows business processes, such as having a business plan in place.
- > The firm has a constitution or written guiding principles that reflect its employment objective concerning disadvantaged people.
- > The firm has a management structure that supports trading as the firm's primary purpose.

#### Employment

Social Firms are supportive workplaces where the working environment is one that provides all employees with support, opportunity and meaningful work:

- > More than 25% of employees are people disadvantaged in the labour market.
- > All employees have a contract of employment and market wage at or above national minimum wage.
- > An equal approach is taken to the type of employment contracts used (permanent, fixed term, temporary) between disadvantaged and non-disadvantaged staff.
- > The firm operates processes to engage employees in their own and the organisation's development.
- > The firm has procedures and policies in place in respect of Equal Opportunities and Health and Safety.
- > The firm is compliant with relevant employers legislation e.g. Disability Discrimination Act and National Minimum Wage.
- > All employees have the opportunity to progress either within the Social Firm or into alternative employment as appropriate.
- > The firm is acknowledged as a good employer by employees and stakeholders.
- > The firm is acknowledged as a good employer through an external accreditation process.

#### Empowerment

Social Firms are committed to the social and economic integration of disadvantaged people through employment. A key means to this end is economic empowerment through the payment of market wages to all employees:

- > Reasonable adjustments are made for employees relevant to their needs.
- > Staff development is a priority for the firm to maximise each employee's ability and potential.
- > There are processes in place for managing stress. Staff are encouraged to have control over their working environment.
- > The firm demonstrates a commitment to maintaining staff confidentiality. There is a procedure in place that demonstrates when staff have agreed what information can be shared.
- > Volunteers have agreements that reflect good practice in volunteering.
- > The firm provides Disadvantage/Disability Equality and Awareness training to all staff as appropriate (e.g. mental health awareness).

- > The firm has an added emphasis on training for disadvantaged staff. Training reinforces and builds on learning and takes account of developing social skills as appropriate.
- > The firm's organisational structure is enabling and encourages staff to participate in business decisions as appropriate.
- > Trainees, work experience candidates and volunteers have different programmes and responsibilities to those of employees. Training should be time-limited and should lead to an award once competences are achieved.

## notes

1. The UK umbrella body for social enterprise, the Social Enterprise Coalition, promotes the following definition: 'Social enterprises are profit-making businesses set up to tackle a social or environmental need' ([www.socialenterprise.org.uk](http://www.socialenterprise.org.uk)). Both social enterprise and Social Firms can take any kind of legal form or status - some are charities, some are companies - a few big social enterprises, like Cafédirect, are even PLCs - while others are societies, partnerships or even sole traders.
2. By any account, Social Firms represent far less than 1% of social enterprise, and an infinitesimal percentage of all businesses. The Office for National Statistics survey *UK Business: Activity, Size and Location - 2008* reports over 2 million businesses that have either VAT or PAYE registrations ([www.statistics.gov.uk](http://www.statistics.gov.uk)). This of course excludes many sole traders. *The Small Business Service Annual Survey of Small Businesses: UK 2005* ([www.berr.gov.uk](http://www.berr.gov.uk)), counted 55,000 social enterprises that confirmed ALL of the following criteria:
  - > they think of themselves as a social enterprise
  - > they never pay more than 50% of profits to owners/shareholders
  - > they generate more than 75% of income from traded goods/services (or receives less than 20% of income from grants and donations)
  - > they think they are a very good fit with the Government Definition of a Social Enterprise.
 These criteria in my own view would exclude much, perhaps most social enterprise; indeed they would exclude many organisations which Social Firms UK would classify as Social Firms, since these need only earn 50% of turnover from traded goods/services.
3. The new 'values based definition' and more comprehensive survey techniques were introduced in 2005, so comparisons with previous years are not really meaningful.
4. Authors note - I am not completely happy with the ISB figures, and suspect anomalies in the data collection, probably around the apportionment of management or capital costs; my own analysis of the overall costs of day care in Northumberland produced a figure over 50% higher than that in the ISB analysis (even though one of the ISB sites studied was in Northumberland); however, I have no reason to think that the ISB analysis is not self-consistent, so the points made here about the relative costs of different levels of trading remain valid.
5. This and other SROI analyses of Social Firms can be downloaded free from Social Firms UK: [http://www.socialfirms.co.uk/document/format\\_uploaded/download.php/doc454.html](http://www.socialfirms.co.uk/document/format_uploaded/download.php/doc454.html)
6. Mark Bertram's paper is available as a download from: <http://www.networks.nhs.uk/uploaddb/commissioning/carpetcleaningcaremarkbertramresearchdissertation.pdf>
7. Surrey academic Doug Foster (in an unpublished paper) contrasts UK Social Firms with Italian Type B Co-operatives, linking the former with more authoritarian industrial therapy and moral management traditions in psychiatry, while seeing the latter as closer to more democratic therapeutic communities and social psychiatry.

## references

- Harding R (2008) *Social Entrepreneurship in the UK*, Delta Economics
- Warner R & Mandiberg J (2006) *An Update on Affirmative Businesses or Social Firms* Psychiatric Services, 57 1488-1492
- Waddell G, Burton K (2006) *Is work good for your health and well-being?* Department for Work and Pensions
- Seebomh P and Beyer S, *Employment Creation in Social Enterprises - a Public Body Perspective*, Social Firms UK
- Social Firms UK (2002) *Income Sources in Social Firms*
- Roberts J (2005), *Making Work Accessible*, Project Development and Support
- Benkler Y (2002) *Coase's Penguin*, Yale Law Journal

## resources

- [resources.socialfirms.co.uk](http://resources.socialfirms.co.uk)
- [www.smallbizpod.co.uk](http://www.smallbizpod.co.uk)
- [www.socialenterprise.org.uk](http://www.socialenterprise.org.uk)
- [www.socialfirms.co.uk](http://www.socialfirms.co.uk)
- [www.starsocialfirms.co.uk](http://www.starsocialfirms.co.uk)

Written for research in practice for adults  
by Geof Cox, [www.geofcox.info](http://www.geofcox.info)  
freelance social enterprise developer

## key issues

This is one in a series of publications on Key Issues published by research in practice for adults. The series is designed to provide ready access to relevant policy, available evidence and emerging practice on topics of current importance.

research in practice for adults is a partnership organisation promoting the use of evidence-informed policy and practice in adult social care. It provides a range of resources for Partner agencies, including learning events, publications, network opportunities, a website and the opportunity to participate in practice development Change Projects.

## contact us

Blacklers  
Park Road  
Dartington  
Totnes Devon  
TQ9 6EQ

tel 01803 869753  
fax 01803 868816

email [info@ripfa.org.uk](mailto:info@ripfa.org.uk)

[www.ripfa.org.uk](http://www.ripfa.org.uk)

