



Sports & Social Enterprise

Progress Report

Sports Social Enterprise Development Project – Progress Report

April 2004 – August 2005

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Introduction

SEEM has been working with Sport England and East Midlands Development Agency (*emda*) to increase our understanding of the potential offered by social enterprises operating in the sports sector. We feel this project has shown that sporting social enterprises have a tremendous contribution to make but that their potential has not yet been fully realised. During the first phase of the project (April 2004 – August 2005) we have been in touch with a variety of sporting organisations with exciting and highly innovative approaches using the social enterprise business model to deliver services sustainably and inclusively.

Project Aims

The project was developed to meet the overlapping aims of Sport England, *emda* and SEEM:

- To increase the numbers of social enterprises operating in the East Midlands and the quality of support offered to them
- To maximise the contribution made by the sporting social enterprise to the regional economy
- To increase take-up of sporting and physical activities
- To support the development of methods by which sporting activities can be made financially sustainable and socially inclusive

The project is gearing up for the next phase of activity. This includes a revision of the work plan and the launch of the Sports

Kitbag – a resource to support emerging and existing sports social enterprises. The project aims to develop a clearer picture of the range, scope, activity and needs of these enterprises. It will also help develop pilot projects and investigate the potential of new market opportunities. The project will work strategically to ensure that the regional support infrastructure is aware of and geared up to enable sporting social enterprises to flourish.



Phillip Tulba
Sport Social Enterprise
Development Manager

Background

The Sports Social Enterprise Project was created in May 2003 through funding from Sport England East Midlands and *emda*. The post is hosted and managed within Social Enterprise East Midlands (SEEM) with the current Development Manager taking up post in January 2004.

A steering group supports the overall direction of the Sports Social Enterprise Project including the creation and development of a project work plan. The steering group consisted of representatives from:

- Sport England East Midlands
- *emda*
- Voice East Midlands
- Engage East Midlands
- SEEM

After this report period the composition of the steering group was altered to include two 'practitioners' in order to reflect the sector. This includes a representative from a sports social enterprise and one from a County Sports Partnership (CSP).

The report "Sport in the East Midlands: The Role of Social Enterprises" (PAWA, 2004) also helped to shape the work plan and direction of the project. Furthermore, a

dissemination event in March 2004 featured a discussion forum that identified specific needs for the sector. This included training and the creation of a 'toolkit' or resource to help set up and develop sports social enterprises.

The report showed that there were 80 social enterprises in the East Midlands which have sport or exercise as a core component of their activities. These enterprises are achieving significant social and economic benefits in the region and cut across a wide range of primary social aims: sport, health, crime reduction, education and regeneration.

The size of the sector in the East Midlands was estimated from the report to be:

- Total income generated: £6m
- Number of full-time employees: 500
- Number of part-time employees: 500
- Number of volunteers (predominantly part-time): 1500
- Sports participation numbers: 200,000

Findings from the report have underpinned many of the activities of the project to date. It also showed that sometimes sport does not understand social enterprise and that social enterprise does not understand sport.



Corby Wheels Project

Pictures – Fermynwoods Contemporary Gallery

The History and Legacy of Adrenalin Alley

The lack of a ramp park in Corby, as in many other areas, had brought about a conflict between local skaters and riders and the general public. The young people either had to travel great distances to enjoy their sports, or face the dangers of riding in the streets and incurring the inevitable wrath of the Police, Borough Council or owners of public and private premises.

Project Manager, Mandy Young, experienced first hand anti-social behaviour that led to her son being a victim of violence towards young skateboarders. The attacks on the local skate and BMX community, along with growing public resentment, led to the formation of the Corby Wheels Project in February 2002. The long-term vision was to create a diverse indoor facility with the project gaining momentum and beginning trading in July 2003.

Corby Wheels Project (trading name Adrenalin Alley) is an outdoor, safe, supervised urban sports facility. The charity provides a service to Corby's local community and aims to create, support and promote sporting excellence of urban sports in a multi-cultural environment.

Situated at Rockingham Motor Speedway, Adrenalin Alley has gained a reputation as being the "BMW of ramp parks", enjoying the status, security and prestige of that association. Indeed, this enabled Adrenalin



Alley to create and maintain high standards of discipline and operating procedures to be implemented within the park. The young people have ownership of the park and operate it in a way that complements their needs, the needs of the project and the community. They fundraise by organising Ramp-Rock, a monthly live music concert that is attended by over 250 people making the project socially inclusive to other members of the community.

Achievements

Since its inception in July 2003, the project has been collating a wealth of monitoring data. As well as justifying its development potential, the data notes some impressive standards. It has:

- hosted over 12500 entrants to the facility
- hosted 734 Corby residents as participants including 198 from Corby's rural areas
- hosted 1101 participants from outside Corby

- become an outreach working facility for youth groups/schools
- provided Ramp-Rock concerts
- provided a full programme of continuous professional development and training/learning opportunities.

The services and activities provided by CWP include:

- Creating employment opportunities for the local community
- Creating a new community facility for young people
- Creating opportunities for healthy lifestyles and engagement in physical activity
- Outreach work through partnerships
- Diversion from anti-social behaviour

Adrenalin Alley – Our Vision...

Our vision is to develop a world class

indoor performance centre for urban and multi-sports by developing a centrally located ramp park of regional and national significance. The first stage of this vision was the vert/ressi-ramp and foam pit facility that was supported by Social Enterprise East Midlands. The second stage adds an indoor park to attract professional riders from all over the region, UK and worldwide.

The vert ramp project and the purpose built facility will focus on training to produce Olympic and world champions within the community and country while providing a high standard ramp park with other diverse activities for sport and education including out of school activities.

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Activities

During the period covered by this report, a range of activities have been undertaken based on a work plan that was agreed by the project steering group. This was based, in part, on the findings of research supported by SEEM, Sport England and *emda*.

Specific activities include the development of 'The Club's the Hub' model for community owned football clubs and working with Voice East Midlands. This focussed work on the development of BME led projects and partnership working with the Leicester Racial Equality and Sports Project.

During the first phase of the sports social enterprise project, county themes were established to focus particular activities on that area. These themes were not exclusive to the area but reflected particular needs or opportunities for partnership and joint working. The county themes are:

- Leicestershire – BME partnership working
- Northamptonshire – Mainstreaming sports social enterprise (focus on Corby)
- Nottinghamshire – Health and opportunities for sports social enterprise
- Derbyshire – Focus on the Peak National Park
- Lincolnshire – Joint working with County Sport Partnership



Exercise 4 All

Exercise 4 All (formerly Tibshelf Cardiac Rehabilitation Support Group) is based in a small former coalmining community in Derbyshire. The group originally came together in 1998 to provide support for cardiac rehabilitation, which they felt was lacking in their area.

In August 2002 the group opened its own Gym Suite in the middle of the high street in Tibshelf. It was at this point that a vital decision was made to offer the use of the group's facilities to all within the local community – Exercise 4 All.

The group states clearly a number of characteristics that define them and their activities. It aims to:

- be free from local authority control with the ability to manage its own budgets. This will enable the group to shape the services it provides to reflect local needs and priorities
- provide a service to its members and user base
- establish stronger links with local community groups
- be accountable to its user base that can become members
- be able to retain unreserved funding, and borrow capital

Exercise 4 All saw its user base and members grow to the extent that they had to move further along the high street and combine two buildings into one. The new facility opened on 1st November 2004 and combines 90% of its activities within one site. These include meeting rooms, a fitness gym and spa pool as well as aromatherapy, reflexology, massage and toning tables.

As well as combining state of the art fitness, health and cardiac rehabilitation equipment, Exercise 4 All operates a very user focussed approach. The atmosphere is welcoming, the equipment well laid out and the staff are sensitive to those who may be self conscious about exercise. This can best be summarised by a statement taken from their information booklet:

“To respect the dignity of our users, recognising that each user has their own individual needs”

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Activities – continued

Other objectives within the work plan include the development of a regional network for sports social enterprises and the creation of a toolkit. This resulted in an Invitation to Tender being created and developers being appointed during this report period.

It was also identified that sports social enterprises were under represented in terms of applications to SEEM's Social

Enterprise Development Fund (SEDF). Work was therefore carried out with individual projects to ensure robust applications were submitted with better chances of success. The table below shows the SEDF recipients with amounts awarded.

During the report period (April 2004 to August 2005) the Development Manager encouraged and supported 6 SEDF successful applications resulting in a total award amount of £125,013.

Sports projects awarded SEDF Grants

Sports Social Enterprise	Local Authority Area	Amount
Corby Wheels Project	Corby Borough	£26,513*
Leicester Outdoor Pursuits Centre	Leicester City	£20,000*
Leicester Racial Equality Council (Sports Project)	Leicester City	£5,000**
Radcliffe Olympic Football Club	Radcliffe on Trent, Nottinghamshire	£3,500**
Renewal Trust	Nottingham City	£50,000*
Sherwood Miners' Welfare Scheme	Alfreton, Derbyshire	£20,000*

* Capital e.g. equipment

** Revenue e.g. feasibility study

The project has also been represented at several conferences and events including the Supporters Direct national conference (November 2004) and the Social Enterprise

Coalition's national conference (January 2005). At the latter event a fringe meeting on sports and social enterprise was facilitated by SEEM and Sport England.

Activities – Some Examples:

Ridewise – This emerging social enterprise is involved in promoting and providing adult cycle training. Currently Ridewise is developing its governance, membership, social aims and business plan. Ridewise is currently in a good position with a mixture of funding and contracts with ongoing in-kind support.

The Club's the Hub – This is an innovative approach looking at the development of social enterprise through community owned football clubs. Lincoln City FC and Chesterfield FC, through their respective Supporters' Trusts, have been successful in gaining ownership and control. This has enabled them to align social aims and objectives, income generation (on and off the pitch) and democratic ownership through the Trust operating as an Industrial and Provident Society (IPS).



Pictures – Fermynwoods Contemporary Gallery

Northfields Sports 4 U

How the Project started:

The Northfields Sports 4 U project initially started with a group of young people from the Northfields area in Leicester coming together with Chris Hill from Leicester CAN (Community Action Network). Leicester CAN's development work in this area is funded by the Greater Humberstone SRB6 Partnership. The group had the idea of young people coaching other young people and helping them develop as individuals and feel more positive about themselves. They wanted to offer affordable coaching and sports activities in an area which had little sports provision. The group met regularly, formed a committee and eventually became a constituted group.

What we have done:

The group received a contract from Highpoint Learning to run a summer programme over 5 weeks in the summer holidays of 2005. This paid for the coaching, equipment, promotion and advertising and for staff training. Highpoint also gave them access to a conference room for two days, during which to plan and programme the whole project.

They provided a variety of coaching and activities including football, tag rugby, quick cricket, rounders, running events and relay races, as well as a variety of team games.

The project went really well and had between 60 and 75 young people attending every week. After the summer a 10-week

contract was awarded to coach and provide sporting activities at the local Northfields Primary School.

As well as doing the coaching, the group has been working with Leicester CAN to develop the project as a social enterprise. The group have gained experience in business planning, applying for grants and awards, networking, advertising and promotion and the day to day running of the enterprise.

In late November 2005 another contract was awarded from the SRB Block Sum Fund to run a programme through the Christmas holidays and winter months.

How the Project has affected members of the group.

Since the project began it has had a positive effect on all of the Sports 4 U staff:

- *Rich* has benefited from forming partnerships within his role as a youth worker. He has enjoyed working with the young people involved in the project and has been pleased to see them develop as individuals. *Rich* has gained valuable experience in working within a social enterprise and believes his future lies in this area. He has been given access to training and gained experience working within an enterprise setting.
- *Amit* has gained employment through the project and has gained experience in working with young people, coaching and

running a social enterprise. He has day-to-day involvement and enjoys being involved in the decision-making and is determined to move the enterprise forward. *Amit* has also been to several events including a trip to the BBC to promote the business and a presentation at a conference.

- *Eugene* has also been involved in these events and enjoys being given the opportunity to promote the business and work as part of a team. *Eugene* has gained employment from the project and has been given training and gained valuable experience in working with young people and running the enterprise. *Eugene* has also seen the project benefit his local community, providing employment and the opportunity to access sports provision and coaching.
- *Kayleigh* is studying in her last year at school and the enterprise has given her employment and opened her horizons to a career in sport. The project has also added to her experience in coaching and working with young people. She has a good base to build on and hopes that it will help her when applying for college courses. *Kayleigh* has formed good links with the enterprise and her local football team, which she plays and coaches for.
- *Rachel* and *Pete* have both been employed by the enterprise and have been given the opportunity to gain experience and training. They have also



learnt how to plan and organise sessions and events and understand all of the health and safety implications and dealing with accidents and incidents.

The Future

The group have worked with over 90 young people and have got positive feedback from the young people and their parents, youth workers, the extended schools co-ordinator and the local primary school. They would like to develop the enterprise citywide with further grant funding. The aim is to become a sustainable business and to eventually develop an asset by taking over a building within the community.

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Research Supported

SEEM has supported several pieces of research. These are:

- a) “An Investigation into the Potential for Sports Social Enterprises: Lincoln – Kingswood Estate, Corby” – PAWA Consulting (2004)
- b) Kingswood Local Alchemy – Mobile Skate Park Feasibility Study. Grey Panther Associates (2004)
- c) “Economic Impact of Sport & Sports Related Businesses” – KKP and York Consulting (2004)

These reports are available on the SEEM website.

Advocacy for the Sector

During the report period, a leaflet ‘The Business of Sport’ was produced and disseminated through many channels including Sport England, *emda*, and SEEM’s networks. This has helped to encourage the development of social enterprise as a potential route for sports clubs and sports associations as well as the emergence of new sports social enterprises.

This led to discussions and meetings to explore the opportunities and options available. These included possible linkages to the SEDF and SEEM’s Business Support Co-ordinator for specific advice and support.

The Sports Kitbag website was also produced. This is an online resource for the development of new and existing sports social enterprises. Contents with brief descriptions include:

- Getting Started – Choosing the right structure and governance
- Finance – Overview, the ‘funding cocktail’ (grants and loans)
- Business Advice – Sources of support and where to get it
- Trading – Markets, procurement and intertrading
- Developing Assets – Acquiring buildings and land
- Delivering Diversity – Equity resources
- Your Community – Sport and regeneration, developing social capital
- Social Impact – Impact maps and various social impact tools

SEEM also produces a newsletter, which has provided an opportunity to promote the project and individual sports social enterprises.

Active Grindleford

A ministerial visit in October 2005 marked the launch of a new floodlit multi use games area and associated activity programmes in Grindleford, a village at the heart of the Peak District National Park.

'Active Grindleford' is the name given to the multi-sport and social club, where 880 people are residents and hundreds visit and holiday every year. The village is 11 miles from Sheffield and hosts a small primary school, a youth club and a handful of shops and pubs.

Providing facilities for the community to participate in a range of sports, the multi use games area is fit for tennis, netball, football, volleyball, basketball, circuit training and many more activities. The games area is situated on the village playing fields alongside a football pitch, cricket facilities and a small pavilion and its polymeric surface and floodlights allow for year round usage.

With a total funding of just over £200K, the majority of investment came from Sport England through the national 'Active England' Programme. The Active England programme represents £108.5 million investment for innovative sporting projects across the country and is managed as a partnership between the Big Lottery Fund and Sport England. Significant funding also came from Waste Recycling Environment Limited.

The project was masterminded by the Grindleford Sport, Youth and Community Group, with the aim of encouraging local people to take part in sport and enabling them to develop skills not only in a range of sporting disciplines but also in leadership and coaching.

Central to the project's future development is a plan to become a social enterprise – to trade as a business in order to make sport accessible for residents and visitors and to encourage people to exercise, particularly women and young people. It is anticipated that income will be generated from sponsorship, membership, hiring out the facilities and providing coaching and competitions. Active Grindleford is run by volunteers who hope to employ a part-time project co-ordinator to implement the business plan over the next three years.

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Summary

The project is moving into its next phase of activity and beginning to consolidate some of its earlier successes. These include successful SEDF applications – providing investment in buildings and equipment, the production of business plans and market testing through feasibility studies.



The Development Manager, by providing ongoing support, has been able to refer social enterprises to SEEM's Business Signposting Service, if appropriate, as well as contribute to project steering groups and the creation of business plans.

An area of opportunity that is yet to be explored fully is that of public sector procurement. SEEM is managing a £4M programme called Benefiting the Economy and Society Through (BEST) Procurement. This presents many opportunities for sports social enterprises as they can contribute to social inclusion and cohesion, education, employment and training as well as contributing to the health agenda.

In addition to this there is a greater focus on partnership working as there are new opportunities and ways of working yet to be developed. One such route is through the various County Sports Partnership (CSP) structures in the region. Discussions have centred on the appropriateness of social enterprise as a model for CSPs as well as how social enterprise can be developed at a local level through partnership.

During the report period much progress has been made. The next phase is about consolidating this progress and exploring new opportunities and models to deliver sustainable, socially focused sports clubs and associations in the region. The East Midlands is a diverse region and the six case studies in these pages give a flavour of the range and type of sports social enterprises and the social and economic benefits they deliver to *their* communities.



Lincoln City Supporters' Trust

The Club's the Hub – “A Community Partnership Project”

“Welcome to Sincil Bank Stadium the home of Lincoln City Football Club”, says the sign at the entrance to the ground. What it fails to mention is the transition from the stadium being the home of only the football club to that of one belonging to the local community. The Club's the Hub project started life when the Supporters Trust realised that there may be opportunities for developing the club as a community resource, inspired in part by the “Mutuo” policy document promoting the use of sporting stadia as hubs for community action.

A small group met in early 2004 with the full support and backing of the football club. Representatives from the Trust, SEEM, Football in the Community (FITC) and the Lincolnshire Co-operative Development Agency decided to explore opportunities for diversifying activity within Lincoln City Football Club to the benefit of the Club and the Community.

It was recognised that there was a need to develop a closer relationship with the local community and the added benefits of more intensive usage of the site and its facilities. A successful application for SEDF funding resulted in a comprehensive feasibility study being completed in late 2004, some of which is now being implemented.



The feasibility proposed that the project would develop a number of opportunities for social enterprise development targeting the needs of the community as identified in an innovative way, using the football club as the focus for community activity. In partnership with FITC and with crucial direction from Children's Links, a holiday club called “The Goal” has now been opened as a first step in fulfilling the ambitions of the Trust and its partners in the Club's the Hub project. This club is located in an area under the main stand which has been completely renovated using

funding from a number of bodies. It provides sports facilities, coaching and IT equipment for young people who visit. The Club have just been awarded funding to provide a Playing for Success scheme using the same facilities. A drop-in centre for handicapped young people and adults is also to be provided in another empty part of the stadium funded by Lincolnshire County Council; the momentum is building.

There is still much to be achieved and the Club's the Hub project is in its infancy. Working with partners such as Lincolnshire Enterprise and the University of Lincoln

there are now ambitious plans to redevelop one of the other main stands, provide a new multi-sports complex and access to health services and other public services within the stadium site. This would make the Sincil Bank Stadium and Lincoln City Football Club a true community club.

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Glossary of Terms and Abbreviations

BME – Black and Minority Ethnic

CD ROM – Compact Disk Read Only Memory

CD ROMs store massive amounts of information on a removable disk platter for use in computers

CSP – County Sports Partnership

County Sports Partnerships are based upon the 5 geographical boundaries within which sport has been traditionally organised and involve a range of stakeholders from the public, voluntary and private sectors. In the East Midlands the CSPs are:

- Derbyshire Sport – www.derbyshiresport.co.uk
- Leicester-Shire and Rutland Sport – www.llrsport.co.uk
- Lincolnshire Sports Partnership – www.lincolnshiresports.com
- Northamptonshire Sport – www.northamptonshiresport.org
- Nottinghamshire Sport – www.intosport.org.uk

They operate at a sub-regional level under Sport England East Midlands - the Regional

Sports Board (RSB).

emda – East Midlands Development Agency

One of 9 Regional Development Agencies (RDAs) set up in 1999 to bring a regional focus to economic development.

Website: www.emda.org.uk

Engage East Midlands

The regional voice for the voluntary and community sector

Website: www.engage-em.org.uk

IPS – Industrial and Provident Society

Industrial and Provident Societies are incorporated legal forms. There are two forms of society:

1. Society for the Benefit of the Community
2. Bona Fide Co-operatives

PSP – Public Sector Procurement

This is a process where a business provides goods and services to the 'public sector' such as a local council. An example of this would be a sports social enterprise providing after school coaching.

RSB – Regional Sports Board

See Sport England East Midlands

Social Enterprise

SEEM define a social enterprise as an organisation involved in enterprising activities for social aims, with social ownership and democratic principles at its core. If the following describes your organisation, it is likely to be a social enterprise.

- The primary motivation is to meet a social and/or environmental aim
- Profits are reinvested into the business or the community that it serves
- There is a democratic process associated with the management and running of the organisation
- There's business focus and a product or service is delivered in return for a fee or charge

Visit the SEEM website for information: www.seem.uk.net

SEDF – Social Enterprise Development Fund

A fund managed by SEEM for new and existing social enterprises, community organisations seeking to become more enterprising and agencies providing support to social enterprises.

Sport England East Midlands

The regional strategic body for sport

Website: www.sportengland.org/eastmidlands_index.htm

Sports Kitbag

An online resource or 'toolkit' for the development of emerging or existing sports and physical activity based social enterprise.

Website: www.sportskitbag.net

Voice East Midlands

Voice EM's role is to enable the East Midlands Black & Minority Ethnic (BME) Voluntary and Community Sector to influence the regional agenda for the benefit of BME organisations and communities.

Website: www.voice-em.org.uk

The Lenton Centre

There is a handsome 1930s building in Willoughby Street Lenton, the sole survivor of the 1960s redevelopment. It was owned by Nottingham City Council and housed a Community Centre (managed by Lenton Community Association) and until recently, a Council-run Leisure Centre. In 2004, the Council closed the swimming pool at the Leisure Centre in spite of vigorous local protest. The Community Association then took action and asked the Council if it could combine both centres and run them as a Community Trust.

The Council were very doubtful and demanded a business plan to prove that the Community Association had the necessary grasp of the issues and business acumen. With the aid of a £15,000 grant from the Adventure Capital Fund, the Community Association formed itself into a charitable company limited by guarantee (The Lenton Centre), and produced the plan. Negotiations were not easy and took almost a year, but the outcome was that, in July, the Council announced that they would sell the Community Association the building freehold for a tenner! The community was delighted.

Lenton is an inner city area situated between Nottingham University and the city centre in Nottingham. There is a multi-ethnic community as well as many disadvantaged people living in the area and, over recent years, student occupation

has grown to 50% of the population. When producing the business plan, the Community Association consulted with people drawn from all sectors and, at a workshop facilitated by the Development Trusts Association, produced the following Mission Statement:

“The Lenton Centre will be a social enterprise at the heart of an increasingly vibrant community, attracting and welcoming people from all generations and cultures to a bright, well-designed environment to enjoy a holistic range of learning and health-giving leisure activities.

A friendly sanctuary, the Centre will offer a first point of contact for residents and students, promoting harmony and well-being”.

The business plan proposes a phased approach:

- 1 Transforming 5 upstairs rooms (in the past, a caretaker’s flat) into business units for the use of the local community (and including a lift for disabled access). This will also generate income. A successful application to SEDF for this makeover was made for £42,060 and Nottingham University has also promised a sizeable contribution of nearly £20,000.
- 2 Re-furbishing the entrance lobby and making the two parts of the building able to operate as one. Also extending and



opening the gym. (For these developments, an application to the Adventure Capital Fund and others is being prepared.)

- 3 Re-furbishing the swimming pool (new boiler etc.), and making alterations for Disability Discrimination Act requirements. There will be an emphasis on teaching, and swimming for health. The 18-metre pool (clean, friendly, with no place for spectators) is ideal for learners and Asian women’s groups, and we also

wish to develop its potential for hydrotherapy.

All those working on the project have a huge task ahead of them – but it is an exciting one!

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Contacts

If you have an idea or an activity which you think could be a social enterprise contact Phillip Tulba at SEEM or visit the Sports Kitbag website. You can also request a 'lite' version of the Sports Kitbag in CD ROM format from SEEM.

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Sports Kitbag: www.sportskitbag.net

SEEM Business Support Signposting

Service – Monday to Friday

09:30 to 12:30

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