

# The University of Northampton Social Impact Report 2014-2015



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# Welcome to the Social Impact report 2014-2015

The University of Northampton is committed to Transforming Lives and Inspiring Change. We do this by working hard to give our students the best possible experience they can have, and by supporting our staff to realise their full potential. But we don't stop at the campus gates - we are determined to be a university that delivers social impact – does 'good stuff' – that benefits our local, national and international communities.

The University of Northampton is unique in the UK Higher Education sector as it has examined its

operations, from the way we teach students to the way we purchase paper, to identify how we can be the University for Social Impact, benefiting both people and our environment. We have changed the way we operate to increase our social impact.

This report, our first Social Impact report for the whole institution, explains just some of the ways in which the University of Northampton acts as a force for good.

I hope you enjoy reading it.



**Professor Nick Petford**

Vice Chancellor of the University of Northampton



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## Our Social Impact Plan

Businesses should have a Corporate Social Responsibility (CSR) strategy, and we believe that universities should have a Social Impact strategy.

Everybody working in Higher Education in the UK would, I believe, claim that universities are a force for good. Universities develop new knowledge through their research. They apply this knowledge through engagement with external organisations and their own actions. They provide first class environments for students from nearly all countries in the world to study and learn new skills, knowledge and behaviours to prepare them to be productive citizens.

However, while all universities have research, knowledge exchange and teaching and learning strategies, very few of them have coherent, holistic strategies for managing their institutions in ways that promote the maximum benefit to people and the environment. For example, UK universities spend approximately £8 billion a year buying things – from buildings to pens, from electron microscopes to coffee. What percentage of this expenditure results in a social impact, a positive effect on people and/or the environment, as well as the purchase of the required items at the right quality and good value for money? The answer is, very little.

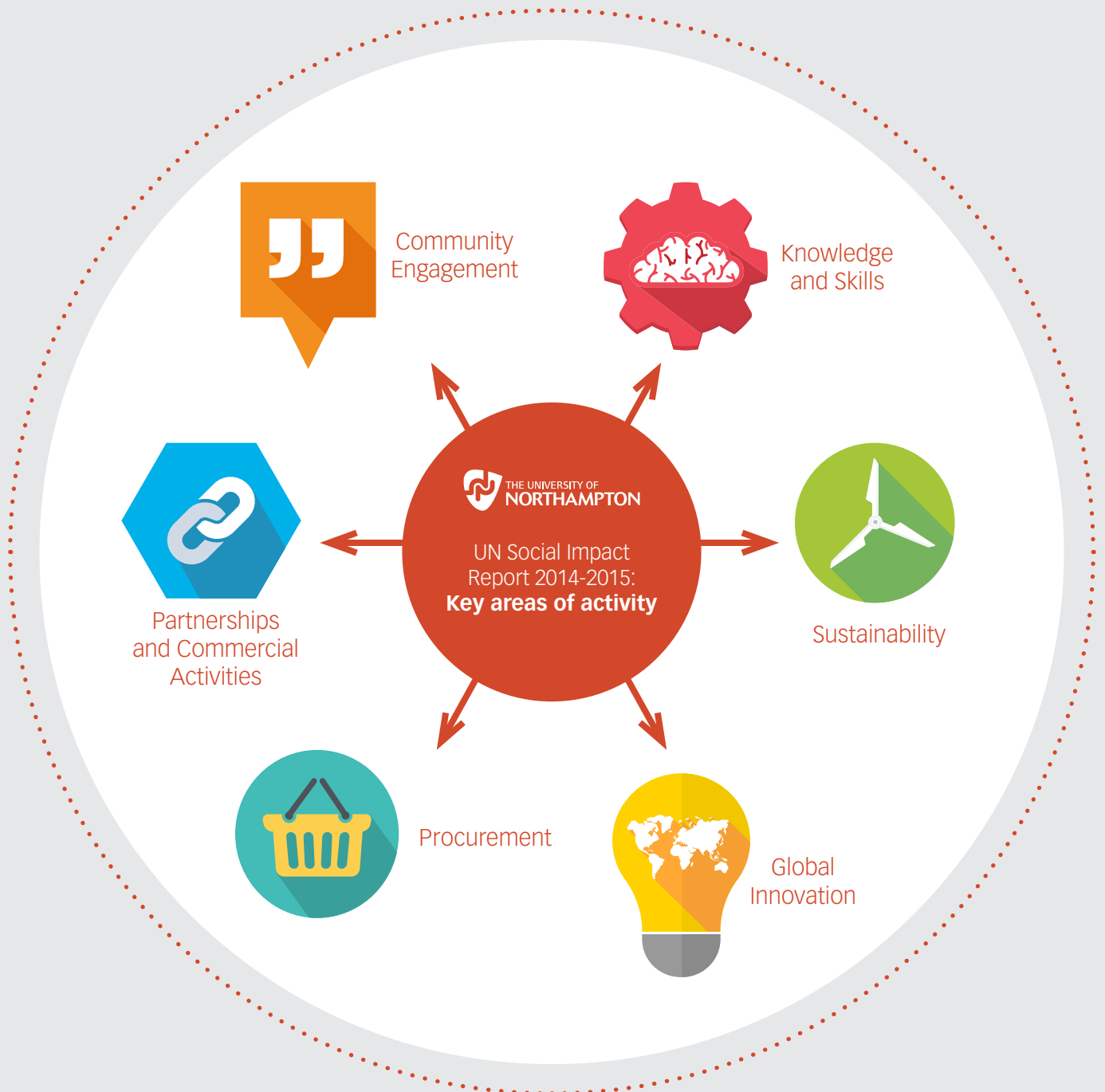
The University of Northampton is totally and publicly committed to being socially innovative in order to deliver social impact. For us, social innovation is bringing new thinking to help tackle long-standing problems. The research and teaching our academic staff do, and the extra-curricular activities we provide, are designed to develop the skills and knowledge of our students so they can be social innovators in whatever future careers they have. We also expect to work with our strategic partners and suppliers to identify and implement socially innovative ways in which we can have social impact.

Our suppliers are working with us on a social levy scheme. We include in our construction contracts social impact criteria. We have a coherent and holistic plan for delivering the maximum benefit to people and the environment.

The implementation of our Social Impact Plan described in this report, is not perfect and it never will be. We have a continual 'work in progress' to 'do good stuff'. However, I am delighted that as a result of our work in 2014 – 2015 Social Impact is now embedded in our five-year strategy for 2015 – 2020, 'Transforming Lives + Inspiring Change'. Social impact is what we do!

**Professor Simon Denny**  
Director of Research, Impact and Enterprise

## Key areas of activity



A woman with long brown hair, wearing a blue jacket and yellow gloves, is crouching outdoors. She is smiling at the camera. In front of her is a large black plastic bag. The background is a blurred green bush.

## ① Community Engagement



We support our local community through the application of professional skills and the volunteering enthusiasm of our staff and student placements.

We help all prospective students with the potential to benefit from a university education, whatever their circumstances.

## Connecting with the local community

Our staff and students are actively involved with their communities through volunteering and work placements. We deliver over £800,000 worth of extra-curricular student volunteering to the local community<sup>1</sup>.

In addition to volunteering, the University also encourages its students to become leaders and create change, through initiatives such as the 'Planet Too' project. This project enables students to create student-led sustainable businesses that provide income and boost employability

whilst having a positive impact on the University and the surrounding community. Students are able to save money, improve living standards and become more environmentally aware in their student housing through projects such as the 'Student Switch Off+', one of only three NUS Green Fund projects piloting off-campus energy saving. This bridges the gap between university life and the wider community ensuring students' lifestyles support sustainability after they graduate.



## ● Case Study

Claire Wright  
BA (Hons) Social and Community Development

Claire currently works with vulnerable groups within the community, including the homeless, those with disabilities and people with drugs and alcohol dependency. Her degree in Social and Community Development BA (Hons) allowed her to realise her passion for helping others, and while at University she completed various volunteering placements in both the UK and Africa.

*"My course was not purely academic; it covered real social problems and tackling these helped me gain confidence and real life experience within the sector. My tutors supported me when applying for volunteering opportunities in Africa, where I was able to really make a difference to some of the world's most disadvantaged people. These opportunities were invaluable for my professional and personal development. I gained real life skills in public speaking and met likeminded people who wanted to make real changes to the society."*



<sup>1</sup>Source: University Centre for Employability and Engagement (UCEE) internal student survey 2014

Since the launch of the Planet Too initiative in September 2013, 1,423 students have engaged with the project. Over 400 staff and student landlords worked together to provide better quality housing.

The Planet Too's on-campus allotment, 'Food for Thought', means students can grow their own food, promoting healthy

and sustainable food. Over 100 students have volunteered in the allotment since its creation. There are plans to include a student allotment site at the University's new Waterside Campus, scheduled to open in 2018.



A group of First Year Geography students planting fruit trees and vegetables at the student allotment garden 'Food For Thought'



Students' Union President and former Planet Too Sustainability Changemaker, Victor Agboola commented:



"We're all very excited about the University's plans to include a student allotment on the brand new Waterside Campus. Our current student allotment on Park Campus has proven to be one of Planet Too's most popular and well-loved projects, allowing our members to grow fresh fruit and vegetables for sale through our retail and catering outlets, introduce the local community's

children to healthy eating and gardening practices, foster biodiversity, and facilitate our part-time Carnivore and Meat Free Mondays campaign."

Victor added: "This new, expansive site will allow our students to take their ideas even further and for us to introduce green, sustainable living to a brand new cohort of students."





## Promoting natural environment: Forest School

The University of Northampton is one of the only universities in the country to have a Forest School (Forest@UN). Forest Schools aim to tackle the lack of access to play spaces and the natural environment by allowing children and young people to learn a broad curriculum within a safe, natural, woodland environment.

Forest@UN is run as a social enterprise by University staff and is available to be used by local schools free of charge. Students from the University of Northampton across a wide range of courses gain a taste of the Forest School experience by volunteering during school visits.



Local children entering the Forest School site on the University's Park Campus



Claire Lowery, Assistant Head teacher at Eastfield Academy commented:

"It has been fantastic to have the opportunity to be involved in this unique experience... having a safe environment for our staff and pupils to use for their Forest School sessions has meant that we have been able to give this experience to a wider number of pupils. We have built Forest Schools into a key part of our academic and social curriculum and have taken the experience past early years further up the school to the clear benefit of all involved. We really want to keep this place secret... we'd love to have it all to ourselves!"

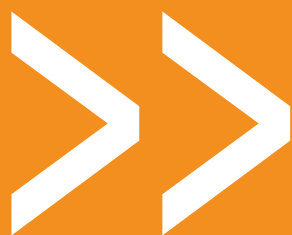


**During the academic year 2014-2015, the following activities were undertaken by Forest@UN:**

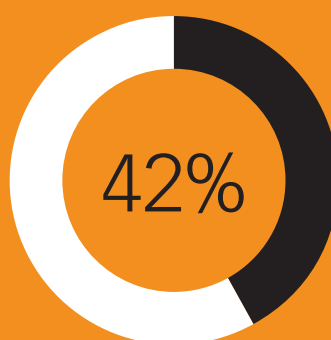
- 18 Forest@UN taster sessions were undertaken by 405 pupils from Northamptonshire schools
- Six local schools have undertaken 38 sessions with over 1,530 children learning how to play outdoors
- Staff from Universities in Sweden and Germany have visited the site for research purposes

## Providing educational opportunities to the entire community

We help students benefit from a university education, whatever their personal circumstances.



We help more students from disadvantaged backgrounds<sup>2</sup>.



of our full-time undergraduate entrants are from disadvantaged groups (The national mean is 33 per cent).

We help our students to get paid work to support their studies.

Since launching in September 2014, our placement, part-time work and career service, Unitemps, has arranged

**1,161**

student work placements.

We help our students get more money from part-time work.

The average hourly rate of pay for students at the University of Northampton has risen from

**£7 per hour**  
in September 2014

to

**£13.67  
per hour**

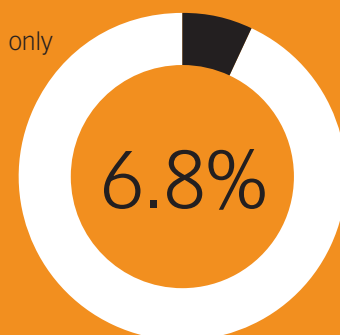
in April 2015.

We help people get permanent jobs.

**56**

external candidates who were either on zero hours contracts or unemployed prior to signing on with Unitemps have secured permanent work.

More of our students complete their course<sup>3</sup>.



only of our first year students don't complete their degree (The national mean is 7 per cent).

<sup>2</sup> Source: HESA 2013-2014

<sup>3</sup> Source: HESA 2012-2013



## ② Knowledge and Skills



We encourage and support our students and staff to develop entrepreneurial skills and enterprising attitudes. We help them to build the knowledge and skills required to be socially innovative. We also disseminate excellence in social innovation and impact through our applied and relevant research institutes and centres.

## Supporting entrepreneurs

Enterprise underpins everything we do at the University. We have put support mechanisms in place for all students, staff and the wider community who are interested in setting up their own social enterprise or a business.

The University's Enterprise Club offers a complete support service to budding entrepreneurs including one-to-one business advice, mentoring, business skills training, access to funding opportunities and networking. The Enterprise Club supported staff and students to set up 36 new businesses and social enterprises in 2014-2015.



## ● Case Study

### iDID Adventure CIC

iDID Adventure CIC is a social enterprise that was launched in 2012 by entrepreneur and University of Northampton graduate, Susanne Rees.

While studying at the University, Susanne launched iDID Adventure CIC, an all-inclusive adventure club for young adults who are deaf or disabled. iDID gives young adults aged 14-25 the opportunity to take part in specialist adventure programmes such as rock climbing, wakeboarding, canoeing and snow sports.

Susanne won funding for the enterprise from the University of Northampton's Big Ideas Bonanza – a unique initiative focused on generating new and developing existing socially innovative ideas, managed by the University's Enterprise Club.

In 2013, iDID launched its first grassroots service in Northampton for deaf and disabled young people, who use adventure

sports as a platform to promote healthy relationships, improve confidence, and increase self-esteem. Within six months, the club received the Northamptonshire High Sheriff Award for its work in the community. In 2014, iDID launched its second grassroots service in Bristol through a partnership with Access Sport. In 2015, iDID will be opening a third club in Milton Keynes.

Since 2012, iDID has supported over 200 young adults to enjoy adventure sports, despite their disabilities.

iDID participants report improvements in confidence and self-esteem. Several of them have overcome clinical depression and seen improvements in mental health illness severity during their journey with iDID.



*"My daughter has literally climbed out of depression, making new friends and, with the help of her iDID mentors, has made strides both physically and mentally to emerge from a very dark cloud. We couldn't recommend iDID enough. Having the space to climb without the pressure of a team, social or communication barriers, whilst giving a sense of worth, belonging and value has made her confidence grow massively."*

Susanne received Northampton's Inspirational Woman Award for 2014 and was shortlisted as a Positive Role Model for Disability in the prestigious National Diversity Awards 2014.

## Changemaking in action

The University of Northampton is the UK's first designated AshokaU 'Changemaker Campus'. We recognise achievement in socially enterprising value creation through the Changemaker Campus Certificate, which is an enhanced award for students who create positive social impact.



### ● Case Study

#### Stephanie Nixon, recipient of the Changemaker Gold Certificate

Stephanie Nixon, a third year Criminology student, became the first ever recipient of the University of Northampton's Changemaker GOLD Certificate.

The Changemaker Certificate was designed to help students prepare themselves for work by developing problem solving skills, awareness of social impact and entrepreneurial thinking to tackle social problems.

Stephanie's Changemaker project was created to help students with autism, by offering a mentoring scheme to provide support and advice.

Stephanie explained: *"The inspiration behind my project came from a meeting with a member of the community, who was extremely worried about her son starting university. She had found me on social media via our Students' Union autism society, Auto-Circle Spectrum. I met with her in person and we discussed her concerns, such as the transitions and available support."*

The Changemaker Certificate allows students to identify a problem and experiment with different ideas before successfully implementing a solution. As part of the project, Stephanie arranged meetings with the University's Additional Student Support and Inclusion Services (ASSIST) team and Student Services, to discuss issues and potential ideas for the project. Stephanie explained: *"At this point,*

*the main ideas focused on setting up an internal student-support mentoring scheme with trained volunteers. This did not remain static, however. The main concerns raised at this point were recruiting volunteers, providing training and supporting students off campus."*

The final part of Stephanie's venture resulted in a taster day, held last September, which enabled new students with autism to visit the campus. Stephanie explained: *"The day was designed to help students to adjust to the transitional change of moving from home to university - transitions are very difficult; when it comes to autism, a transition can be so much harder, due to the breaking of routines and change. The taster day gave all the student support service teams a chance to promote their offering to the students and parents; making them aware of what is available to help them through their studies. The event also gave parents a chance to ask questions, and the students the opportunity to meet the support staff, and find out what student life is like at the University of Northampton."*

Stephanie added: *"I believe that the Changemaker Certificate programme is making a real difference to students. It has given me many networking opportunities, and alternative avenues to help students with autism adjust to the transition of starting university."*

Following her graduation in 2015, Stephanie will be undertaking the LLM in Legal Practice course part-time at the University, while supporting other students through her project.



## Research that delivers social impact

We have some outstanding individuals and teams doing very high quality research and generating significant external income. Our research institutes and centres are well connected with key external partner organisations, locally, nationally and, in some cases, internationally. We produce internationally renowned and relevant research and disseminate knowledge to wide-ranging stakeholders.

The research that we undertake and the work that we do to generate new knowledge is all about having social impact.

### *Institute for Social Innovation and Impact (ISII)*

Our Institute for Social Innovation and Impact (ISII) evaluates and measures the social impact of social innovations in the UK and around the world. During 2014-2015, ISII published or had accepted 30 research outputs, which have been disseminated to a wide-variety of stakeholders including: academic networks; the European Commission; HM Treasury; the British Council; local authorities; the Big Lottery Fund; Big Issue Invest; the Canal and River Trust; E3M; Northamptonshire Police; the European Regional Development Fund (ERDF); Local Enterprise Partnerships (LEPs); and third sector support organisations.

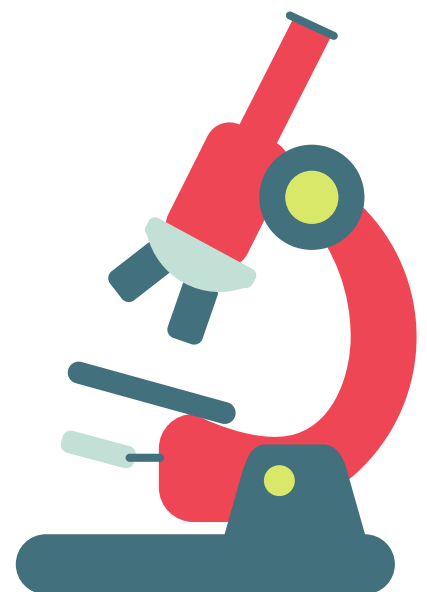
Research that ISII conducted in partnership with the Canal and River Trust also led to the development of the 'Social Impact Matrix' (SIM). The SIM provides organisations with a new and innovative method of social impact measurement that combines academic rigour with affordability. It has led to over 20 social impact partnerships being formed with a variety of stakeholders including local authorities, third sector organisations, private and public service providers and social investors including:



- Adrenaline Alley
- Army Cadet Force Association
- Big Issue Invest
- Canal and River Trust
- Goodwill Solutions
- Hertfordshire Home Start
- Inspire2Enterprise
- London Borough of Sutton
- Northamptonshire County Council
- Veneto Associations of Psychologists

ISII's work with the Canal & River Trust showed how canal restorations have a significant social impact on local communities

The SIM is also aligned with the European Commission's Group of Experts of the Commission on Social Entrepreneurship (GECES) framework for social impact measurement, which establishes for the first time a European-wide standard of Best Practice, and continues to grow in its use amongst stakeholders due to its viability, simplicity and affordability.





### *Institute for Public Safety, Crime and Justice (IPSCJ)*

The Institute for Public Safety, Crime and Justice (IPSCJ) is a joint collaboration between the University of Northampton and the Police and Crime Commissioner for Northamptonshire.

IPSCJ brings together cutting-edge academic research alongside practical support to enhance strategy and practice across policing and public safety activity. The IPSCJ delivers impact and outcomes through: research, evaluation and strategic analysis, insight into victims, witnesses and communities, and translation of evidence into practice. Some of the key projects and their impact include:

- An in-depth analysis of anti-social behaviour in Northamptonshire directly informed the design and development of a single-service across agencies to prevent and deal with anti-social behaviour.
- A surveying programme which explores victim experience is directly informing the commissioning of new services for victims and witnesses, in particular children and young victims and families affected by interpersonal violence.
- An evaluation of the Special Constabulary and volunteers in policing has created an opportunity to design the optimum workforce model for policing to reduce crime, build public confidence and deliver services in new ways.

- An in-depth analysis into the experiences of frontline-staff working with members of the public to measure and improve frontline public services.

Furthermore, the IPSCJ also supports a regional partnership of 18 organisations, the East Midlands Policing Academic Collaboration (EMPAC) which has been awarded significant funds to bring together practitioners, policy makers and academics to deliver evidence-based policing and drive the generation of new knowledge, maximising improvement of services to the public.



## *Institute of Health and Wellbeing (IoHW)*

Our Institute of Health and Wellbeing (IoHW) aims to positively impact and improve the health and wellbeing of the population by delivering relevant research and innovation that reduces health inequalities, increases the effectiveness of services and improves outcomes for individuals, their families and communities.

During 2014-2015, IoHW published 50 research outputs, which have been disseminated to a wide-variety of stakeholders including the European Commission, Alzheimer's European conference, and other national and international arenas. IoHW is managing over 35 research or evaluation projects, commissioned by a broad range of funders including:

- Diabetes Wellness Research Foundation
- DAPHNE III
- Economic and Social Research Council
- Mind
- Motor Neurone Disease Association
- Local Safeguarding Children's Boards
- Local authorities and healthcare trusts

Below are highlights from projects that were successfully completed in 2014-2015 and the impact that they have had:

- Early Help in Early Years - the Early Help in Early Years project developed an evidence-based universal assessment tool to be used by the full range of health and social care professionals that interact with families from pregnancy through a child's early years to 30 months. The tool will facilitate information sharing across, between

and within children's services to ensure that the need for help and intervention can be identified early, preventing families going into crisis. The tool is being considered for implementation across Northamptonshire by the Children and Young People's Partnership Board, and the partners to the project are currently seeking funding to digitise the tool.

- Support Wellingborough - Support Wellingborough is a consortium of over 30 organisations committed to working together for the benefit of Wellingborough residents and communities. IoHW delivered a needs assessment for Wellingborough, establishing levels of physical, mental and social health and identifying critical health and wellbeing issues. The assessment also identified health inequalities between wards, and between Wellingborough and the rest of Northamptonshire. This assessment was used by Support Wellingborough to prioritise resources to deliver more effective personal and community outcomes. IoHW is currently working with Support Wellingborough to evaluate the impact of their Connecting Communities Programme, funded by the Big Lottery Fund.

- Healthier Child - The Healthier Child initiative is delivered in a number of primary schools across Northamptonshire by Northamptonshire County Council (NCC) and partners. It aims to improve Key Stage 2 of children's knowledge, attitudes and behaviours towards diet and physical activity, to reduce the number of children in unhealthy weight categories. As the evaluation partner to this project, IoHW has demonstrated the positive impact, and future potential impact, of

the intervention. As a result, NCC has extended the intervention to include more primary schools over the next academic year.

- Understanding Agency and Resistance Strategies' (UNARS). UNARS was a two-year research project (completed in July 2015) funded by Daphne III, a European Commission funding stream that is focused on the protection of women, children and young people from forms of violence. UNARS brought together a multidisciplinary team of academics and professionals to understand how children and young people cope during and after living in situations of domestic abuse. Of particular interest were the strategies children employ to help themselves and their family members cope, and the ways they build a positive sense of self despite difficult family circumstances. The project developed an intervention, focused on working with young people to develop and strengthen these abilities in children dealing with domestic abuse.

This intervention reached hundreds of children across the UK, Spain, Italy and Greece. The evaluation demonstrated that it had a positive impact on the children's perception of wellbeing, in relation to themselves, their families and their school environment. Furthermore, it enabled them to develop trusting relationships and build self-confidence. As a direct result of the UNARS project, policy makers across the EU are developing guidelines for best practice.

IoHW is now seeking ways to roll out the intervention to more children and young people affected by domestic abuse.







③

Sustainability

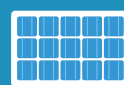


As a university, we strive to reduce our impact on the natural environment in the way we operate, using fewer resources and less energy.



## CARBON

- In the 10 years since becoming the University of Northampton in 2005, we have reduced our carbon dioxide emissions by four per cent, despite increasing our building footprint by 18 per cent
- The student-led Planet Too project has seen an increase of 14 per cent in student awareness of sustainability initiatives since launch in September 2013. 299 tonnes of Co2 have been saved as a result of this project



## RENEWABLE ELECTRICITY

- The University generates renewable electricity through photovoltaic solar panels on the Sulgrave building at Park Campus and on St John's Hall of Residence. St John's has a combined heat and power plant that generates heat and low-carbon electricity for the building
- 93 per cent of our grid-supplied electricity comes from generation accredited as renewable power by OFGEM



## TRAVEL

- 51 per cent of our students travel to the University by foot, bicycle or bus
- 23 per cent of our staff members travel to the University by foot, bicycle or bus



## WATER

- In the 10 years since we became a University we have reduced water consumption by 18 per cent, despite an increase in student and staff numbers of 17.35 per cent



## WASTE

- The University of Northampton re-uses, recycles or composts 70 per cent of its total waste. Food waste collected from halls of residence and restaurants is used to generate electricity and we send no waste to landfill

## biodiversity index

Increasingly, there are pressures on organisations to show that they are managing biodiversity as part of their environmental plans. The University has developed a Biodiversity Index which allows organisations to show, and build upon, their sustainability credentials.

The Biodiversity Index is an interactive web-based tool, funded by the Higher Education Funding Council for England (HEFCE), which enables organisations with little or no knowledge of biodiversity to do a quick but scientific self-assessment of the current level of plant diversity on their site, and assess how potential habitat enhancements might affect biodiversity. Since 2010, over 60 UK universities have registered to use the tool through the Biodiversity Index website. The users reported that the implementation of the Index has resulted in an increased awareness of the importance of recording and managing the habitats and wildlife on their land. Furthermore, it has emphasised the valuable role that biodiversity plays in supporting society through the provision of ecosystem services such as pollination, carbon storage and enhancement of green spaces.



The Biodiversity Index is an example of social innovation and collaboration between the University's academic and professional services staff. The Index demonstrates the varied and practical side of the University's academic research into the conservation of biodiversity, including important species such as birds and pollinating insects.

University's Biodiversity Index team with delegates at the Biodiversity Index Continuing Professional Development training day

## Green Awards

The University is nationally recognised for its environmental initiatives:



The University was awarded the Investors in the Environment 'Green Award' in 2014.



The University-developed Biodiversity Index was highly commended in the 'Technical Innovation for Sustainability' category of the Green Gown Awards 2013. The Biodiversity Index was also a finalist in the 'Sustainability Project' category of the 2014 Guardian University Awards.



The University-developed Biodiversity Index was a winner of the Green Apple 2013 award.





# ④ Global Innovation





We take part in global initiatives that deliver exceptional and large scale social impact. We support people throughout the world to become socially innovative.

## Providing our students with international entrepreneurial experience

### Balloon Ventures

We offer our students the opportunity to embrace new cultures and gain practical experience of entrepreneurship, by working with organisations such as Balloon Ventures, a social enterprise that strives to defeat poverty through entrepreneurship by teaming up young people from the UK with ambitious Kenyan youth groups in order to design sustainable new businesses to tackle local problems and provide employment.

Since 2012, over 30 students have participated in the Balloon Ventures programme. The students spend up to six weeks in Kenya helping communities to devise, develop and launch new businesses that improve livelihoods. For those who took part in the Balloon Ventures programme, it was a life changing experience. The impact on their lives and their future careers has been considerable, and the impact on the lives of the people they worked with has been positive and rewarding.



### ● Case Study

Richard Jena  
University of Northampton Student and  
Balloon Ventures participant

Richard Jena is an undergraduate student at the University of Northampton studying for a BSc Joint Honours in International Development and Economics.

After the first year of his degree, Richard got involved in social enterprise projects and initiatives at the University of Northampton. He won a volunteer placement with Balloon Ventures, and went to Nakuru, Kenya for six weeks.

As a volunteer, Richard worked in a team and partnered with local Kenyan entrepreneurs, who either had an established business or were start-ups, in order to help these entrepreneurs grow and develop their businesses and become sustainable.

Richard commented: *"Not only was this experience empowering and educational but provided me with key practical experience in consulting and product testing."*

Richard continued: *"The programme enabled me to meet like-minded young ambitious people from around the world, who were willing to transfer skills and knowledge amongst each other by sharing ideas and creating business. As I will be graduating in 2016, Balloon Ventures allowed me to enhance my experience and improve employability prospects, which will hopefully allow me to secure a creditable graduate job."*



A group of students spent a month volunteering in Wabulungu, Uganda in 2014

### East African Playground project

The East African Playground (EAP) project involves students from the University of Northampton volunteering to build community-centred playgrounds in schools in Uganda. The University's relationship with EAP started in 2012 with one student going to Uganda, and then inspired by the experience, promoting EAP to other students. Since 2012, 22 students have participated in this programme, helping to build playgrounds for local communities, and helping students to develop their entrepreneurial, leadership and communication skills, ultimately enhancing their employability.

“

**Esther Gittoes, a third year Journalism and International Development student commented:**

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“It was amazing... it was so rewarding to see the children's joy when they were finally allowed onto their new playground. The experience definitely had an impact on me and my studies and I jumped at the chance of going again in a leadership role.”

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## Delivering social impact globally

### Social innovation in China and Vietnam

Our Institute for Social Innovation and Impact (ISII) has recently partnered with Hunan University in China and the Centre for Economic Development Studies (CEDS) at the Vietnamese National University Hanoi in Vietnam to collaborate on research projects, share knowledge, engage in student and staff exchange programmes, and develop joint applications for funding.



Dr Richard Hazenberg from the University's Institute for Social Innovation and Impact delivering social enterprise workshop to students in Hunan University in China

The outputs of these global research partnerships include:

- **Research Income:** over £150,000 of research income has been secured to deliver social impact. Excitingly, this figure includes research partnerships between the University and CEDS, which includes policy-making support around social value creation, and assistance in developing social impact frameworks that are relevant to the Vietnamese context and assisting with capacity building in this area
- **Staff Exchanges:** over 20 months of staff exchanges between the partner Universities and the University of Northampton have promoted knowledge transfer, collaboration and joint-working. This has led to new and innovative ideas around social innovation and impact, as well as being able to transfer our expertise to partner universities
- **Teaching:** the development and delivery of over 25 lectures by exchange staff in the UK and China, designed to promote shared learning and enhance social innovation in China
- **Research Studentships:** the creation of a research studentship with CEDS as part of our wider commitment to research partnerships and knowledge transfer. This research studentship will have direct policy implications for social enterprise and social innovation in Vietnam

### Dr Pham Vu Thang – Director of CEDS, commented:

“We at CEDS are delighted to be partnered with the Institute for Social Innovation and Impact at the University of Northampton, which is the leading university in the UK for social enterprise. The commencement of our first research student at Northampton is a sign of our desire to facilitate learning between our two countries and we look forward to working with the University on further projects.”



Cao Tu Oanh, a researcher from CEDS and recent graduate of the Vietnam National University Hanoi, was awarded a research studentship by the University of Northampton and CEDS.

Cao arrived at the University in March 2015 to undertake an MPhil that explored the implications for Vietnam of UK social value policies. During her time at the University she has produced such high quality work that she has now transferred on to a PhD exploring the same area.

Cao commented: “The support that I have received from staff at the University since my arrival has been fantastic and has really enabled me to make the transition from undergraduate to postgraduate study. I am thoroughly looking forward to the next few years in Northampton and to delivering real policy impacts back in Vietnam through my research.”





### *Supporting social entrepreneurship in Thailand*

Because of our international reputation for supporting and promoting social enterprises and entrepreneurship, staff from the University of Northampton have been invited to work with the Thai government, universities and social

enterprise umbrella organisations to help them develop the policies and procedures, and practical measures, necessary to effectively embed social impact. Staff from the University have worked with over 50 Thai universities as well as local social ventures. However, the learning has not all been one way.

University of Northampton's Professor Simon Denny (centre) with the Thai Minister of Education (second from right) and leaders of social enterprise associations in Bangkok



#### **The University of Northampton's Professor Simon Denny commented:**

"Some of the Thai universities I worked with did not realise how good they were at delivering social impact. They ran farms, very impressive hospitals, road safety campaigns, and many enterprises to support the community, normally in a very environmentally friendly way. Some of the things I saw in Thailand have certainly helped us develop Northampton's social impact plans."



## Providing sustainable solutions to wastes management in Africa



The University has been working in Africa to help develop sustainable wastes management systems. We have worked with a range of stakeholders, from the scavengers to the policy makers, to help them turn waste into products with economic value without risking their health or the environment.

The University's Professor of Sustainable Wastes Management, Margaret Bates, has been actively involved in wastes management for 25 years and is widely recognised as a world-leader in this field. She has advised governments on wastes management policy, and delivered training through the United Nations University. In 2015, she was voted number 13 in Resource Magazine's Hot 100 most influential people in the industry. Professor Bates has been a leading figure in the development of e-waste (electrical and electronic) recycling solutions in developing countries, mainly Africa.

## Making a positive difference through education in India

The University's School of Education has delivered an MA in Special and Inclusive Education programme in Bangalore, India, since 2012, building upon a long standing relationship with Indian colleagues at the Brindavan Education Trust, which provides education to children with a

wide range of needs. The course has attracted students from several parts of India, most of whom are teachers working in a wide range of schools.

The University's Dr Johnson Jament (centre) delivering the MA in Special and Inclusive Education to teachers in Bangalore, India.



**Sulata Ajit Sankardas, who is Principal of Sankalp, an organisation providing education to children and young adults with special educational needs in Chennai, India, was one of our graduates in 2015.**



Sulata commented: "I have always believed in the idea of inclusive education for people with special educational needs and this interest lead me to join the MA programme. The open and friendly attitude of the course tutors helped us to express our ideas and share our views with our colleagues in the group, and helped us to learn from one another. As a result of these studies significant changes to approaches in my school have been made. Furthermore, such is the enthusiasm for research generated by the MA programme, that I have now registered to begin study for a PhD with the same team from the University of Northampton, and look forward to beginning this further study in September."





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## Procurement



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Social impact through procurement is all about 'doing good stuff'. We use our purchasing power to help make a positive difference to peoples' lives and the communities in which we live.

The University of Northampton has 13,187 students and 1,825 staff. If it was magically transported into the Northamptonshire countryside, the University would be in the top 10 largest towns in the county. This simple fact clearly shows that the University is a big customer and consumer of goods and services.

## 'Buying to do good'

We now 'buy to do good'. Working with our suppliers, the University has introduced a Social Levy. Our supplier partners wishing to evolve their engagement with the University from tactical to strategic are actively encouraged to sign up to our Social Levy initiative.

The University does not exclusively award contracts to Social Levy suppliers as we continue to seek value for money across our commercial activities,

however, supplier partners engaged in the process are considered favourably (preferred status) where commercially viable.

The University has set internal targets for the Social Levy initiative based on initial, extremely positive feedback from our supplier partners.

The fund will enable the University to help students from less wealthy homes with their fees.



## Delivering social impact through Waterside Campus construction and operation



Photos: Waterside Campus design.  
Photo credits: MCW Architects

We are engaged in the largest single Higher Education construction project in the UK, building a new campus at a total cost of approximately £330m.

The development of the Waterside Campus is the biggest investment the University of Northampton has ever made. Therefore, we are committed to using this initiative to work with a wide range of new and existing partners to develop and implement schemes that deliver the maximum possible social impact.

We are determined that the Waterside Campus development will result in very large-scale, measurable and high-profile social impact, and to ensure we deliver on our commitment, we put social impact clauses into our tendering process and assessed the contractors bidding for our contracts against them. We have a Social Impact Action Plan for each of the three major work packages in the Waterside project: academic buildings, infrastructure, and student accommodation. These plans have common aims, key principles and Key

Performance Indicators (KPIs) that the successful contractors and the University use to help deliver social impact.

The aim of our social impact action plans for the Waterside academic element development is to work with and support our main contractors and their sub-contractors to deliver the greatest possible social impact commensurate with the construction project.

## Key principles

Our social impact action plans are underpinned by ten key principles that will guide the development and delivery of our social impact initiatives and activities.

### Partner selection

The University and its main contractors will only work with partners that share our determination to deliver social impact. Tendering and contract documentation will include binding clauses relating to the delivery of social impact

### Cost

Our social impact action plan will not increase the cost of the Waterside development

### Quality

Our social impact action plan will not negatively impact on the quality of the Waterside development

### Partnership

We don't think we have all the answers, or that we can just tell expert organisations what to do. Therefore, we will work in partnership with the organisations involved in the development of the Waterside Campus<sup>4</sup> to develop and deliver effective social impact plans and activities

### Accountability

Once partners have agreed social impact plans, they will be accountable for their delivery

### Measurement

We will deploy University resources to measure the effect of the social impact delivered through the Waterside development. We will share the results of our measurements with our partners

### Public Relations

We will devise and implement a public relations plan that effectively promotes the social impact that we, and our partners, deliver

### Leverage of external funding

We will lever in new, external UK and EU funding that we, and our partners, can use to maximise the effectiveness and scale of the Waterside development's social impact

### Engaging creativity

We are not fixed in our list of ways in which a large construction project can deliver social impact. We believe that our partners, our staff and students, and the public will have excellent and novel ideas for ways in which the new campus development can deliver social impact. We will engage with people to get their ideas, and we will let them know what we are doing

### Sustainability and skills

We know that Northamptonshire plans to build at least 80,000 new houses by 2031 and that there are many large-scale infrastructure projects being developed. We intend to support these initiatives by ensuring that our social impact activities develop both capacity and capability to support these schemes

<sup>4</sup> Main/primary developers/contractors and organisations in the supply chain



## Key Performance Indicators (KPIs)

The University of Northampton spends its money in ways that help people, and the environment. We are setting an example for other universities to follow. We have devised nine Key Performance Indicators (KPIs)<sup>5</sup> that our main contractor's tier 1 sub-contractors will be asked to help deliver:

KPI	Definition
Number of Northamptonshire people engaged in paid work as a result of the project	Number/s living at a Northamptonshire postcode and registered as employed through the project's supply chain
Number of local (30 mile radius) suppliers engaged	Based within 30 miles from the Waterside development defined by postcode  SME's – we use the EU definition of small and medium enterprise - the category of micro, small and medium-sized enterprises (SMEs) is made up of enterprises which employ fewer than 250 persons and which have an annual turnover not exceeding €50m, and/or an annual balance sheet total not exceeding €43m  Social enterprises/ventures use market disciplines to achieve a social aim (do 'good stuff')
Number of public engagement events held during construction in Northamptonshire	Public engagement describes the myriad of ways in which the construction activity and benefits of higher education and research can be shared with the public. Engagement is by definition a two-way process, involving interaction and listening, with the goal of generating mutual benefit
Number of Northamptonshire based workers up skilled as a result of the project	Number/s of workers on-site and in the supply chain up-skilled as a result of the project, and with a Northamptonshire postcode
Number of apprentices from Northamptonshire engaged as a result of the project	Number/s of apprentices from Moulton College and with a Northamptonshire postcode  Apprentice means an employee being trained in an Apprenticeship under a Training Contract
Number of new entrants to the construction industry from Northamptonshire	Number/s of new entrants (person/s new to the sector) with Northamptonshire postcode/s
Number of University of Northampton student placements connected to the project	Number/s of University placements engaged through the project's supply chain
Number of Moulton College student placements connected to the project	Number/s of College placements engaged through the project's supply chain
Number of positive media items about the project	Data that is mutually beneficial to stakeholders

<sup>5</sup> KPIs to be used on Waterside academic element and their definitions



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## Partnerships and Commercial Activities

We work with a wide range of new and existing partners to deliver impact across both the UK and the world. These partnerships include academic institutions, social enterprise networks, policy-makers, and local authorities.

## Supporting the social enterprise and commercial sector

Northamptonshire Enterprise Social Enterprise (NESE) CIC is wholly owned by the University of Northampton. NESE trades under its two main brands:

- **Inspire2Enterprise (I2E)**, a national easy-to-access information, advice and guidance service for social ventures
- **Geneyus**, a business consultancy service for SMEs. Geneyus is also the operator of the **Northamptonshire**

**Growth Hub (NGH)** service. This is a brokerage service which helps to provide any Northamptonshire-based business with easy access to the most appropriate business support available to meet their needs

NESE has supported a total number of 3,172 unique clients<sup>6</sup>, with 15,300 interventions<sup>7</sup>. The table below shows NESE activity from August 2013 – May 2015.



### NESE activity from August 2013 – May 2015

Brand	Number of unique clients	Number of interventions
I2E	1,801	10,180
NGH <sup>8</sup>	1,212	4,777
Geneyus	159	343
<b>Total</b>	<b>3,172</b>	<b>15,300</b>



<sup>6</sup> This reflects the total number of clients i.e. each client is only counted once irrespective of how many times they may have used the service

<sup>7</sup> This reflects activity - a single client may have a number of interventions recorded against their name

<sup>8</sup> The Northamptonshire Growth Hub (NGH) was launched in November 2013 so figures provided for NGH cover the period from November 2013



## Inspire2Enterprise supporting organisations to become more resource efficient through the ERDF Impact project

The University of Northampton's ERDF (European Regional Development Fund) Impact project, which is delivered by Inspire2Enterprise, works with existing and new start-up social enterprises across the East of England to raise their awareness of the benefits of greater business resource efficiency and assist them to understand how they can improve. This is done through a programme of engagement, assessment, specialist workshops, networking and comprehensive on-line support.

Over 100 organisations helped by the Impact project have reported that an increase in environmental awareness has led to innovative practice and increased sustainability, simple changes that have meant the businesses saved money!

As well as the impact on environmental practices and sustainability, organisations also commented (see below) on the positive impact of the business advice that they received. They mentioned improved confidence, investment readiness, better networks and access, improved awareness of grants and funding and the value of having someone to ask for advice.<sup>9</sup>



“Our community groups will have noted the changes...the local council are tendering contracts, we are seen as the key organisation for being able to increase the capacity of local community groups and I would say that that is a direct result of the work that we have done with (I2E).”



“It was a massive eye opener just to do what I suspect other eco-friendly organisations take for granted (bins, recycling, lights off, water efficiency etc.). We have a dedicated lead now for making these things happen through an action plan of work with a volunteer”.



<sup>9</sup> Source: ERDF Impact report, November 2014

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## The University of Northampton Innovation Centre



We are proud of the way we support businesses and social enterprises. Our new £8.5m Innovation Centre provides entrepreneurs and social ventures seeking to deliver social impact, value and change, with flexible office space, on-site conference facilities, and support services. In addition, all tenants of the Innovation Centre get a package of benefits that only a Higher Education Institution can offer, including:

- Knowledge Transfer Partnerships (KTPs)
- Student and graduate placements
- Assistance with graduate recruitment
- Assistance with recruiting temporary staff
- Finding grants and funds

- Business support from the Northamptonshire Growth Hub
- Access to latest research relevant to their business

Located in a prime position opposite Northampton railway station, the Innovation Centre was the first building to receive planning consent in the Enterprise zone, an area identified by the government as key to developing and sustaining business growth.

The Innovation Centre offers 42 flexible office units and flexible conference space and capacity for up to 100 people. In addition to being a centre for social innovators, the Innovation Centre strives to operate in ways that deliver social impact. For example, the main

coffee provider for the Centre is illy, a company with an ethical trading policy that is recognised for its economic, environmental and social sustainability in purchasing coffee, particularly the socially innovative work it does in supporting coffee growing communities in Brazil and Ethiopia. Other providers of goods and services to the Centre will have to demonstrate that they deliver social impact.

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## Supporting Public Sector Transformation

The University is working with Northamptonshire County Council (NCC) with its plan to develop a 'Next Generation Council' (NGC). The NGC project is the most ambitious reform of local public service provision in England and will involve NCC spinning-out nearly all of its public services into new organisational models.

As part of the NGC project, we are working with colleagues in NCC and

Northamptonshire Healthcare Foundation Trust to set up a new Wellbeing Community Interest Company. This new business will provide, through its own staff and through sub-contractors, evidence-based and innovative wellbeing services to the population of Northamptonshire. One of the biggest wellbeing projects in the UK, the initiative is being studied by Central Government as an example of how wellbeing can be provided in the future.

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## Influencing social enterprise across Europe

### EFESEIIS Project



Dr Richard Hazenberg (second from left) and Dr Meanu Bajwa-Patel (third from left) from ISII, at the EFESIIS Project first stakeholder workshop in Warsaw, Poland in February 2015

Our Institute for Social Innovation and Impact (ISII) has been working on the European EFESIIS (Enabling the Flourishing and Evolution of Social Entrepreneurship for Innovative and Inclusive Societies) research project in collaboration with ten European partners.

This €2.5m research project seeks to produce new knowledge about social enterprises that will enable the European Commission to fully understand the conditions under which social entrepreneurship starts, develops and can contribute effectively and efficiently to solving societal challenges in an inclusive and sustainable way.

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### E3M



The E3M network initiative supports a group of leaders from the largest and most successful UK social enterprises that trade in public service markets. It is supported by partners to provide expertise and to share knowledge about the key ingredients for successful social enterprise growth.

E3M aims to be a catalyst for change, in particular developing thought leadership on key issues for social enterprise growth where there are gaps in current thinking.

The University of Northampton is a founding member of this network in partnership with Social Business International, Bates, Wells and Braithwaite, and Unity Trust Bank. The University has disseminated research through the network to influence policy-makers; promote knowledge transfer in

the third sector; support and enhance the capabilities of social businesses; and develop innovative products, services and projects. In addition, ISII, in partnership with E3M and Bates, Wells and Braithwaite, has been instrumental in developing policy recommendations for the implementation in the UK of the European Commission's Group of Experts of the Commission on Social Entrepreneurship (GECES) sub-committee recommendations on social impact measurement.



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## Influencing and persuading external stakeholders to support socially innovative initiatives

### *Her Majesty's Treasury*

The University, through ISII's research portfolio into social finance, has assisted the development of policy in the area of social investment through partnership working and dissemination of knowledge with HM Treasury. This has involved the submission of research reports and articles to the Social Investment Tax Relief (SITR) consultation, as well as

the use of data gathered through the Big Lottery's 'BIG Potential Programme' to support HM Treasury's case in its ongoing negotiations with the European Commission on revising State Aid regulation. This latter role also led to the Institute representing the University on HM Treasury's policy roundtable on the development of Social Venture Capital Trusts as part of the wider SITR consultation.

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### *Social Economy Alliance (SEA)*

In May 2013, the University of Northampton helped form the Social Economy Alliance alongside Social Enterprise UK, influencing main political parties in the UK to formulate social and economic policies ahead of the 2015 general election. The SEA is made up of organisations including social enterprises, co-operatives, housing associations, universities, crowd-funders, social investors, think tanks and charities.

The SEA has over 780 members, all campaigning for a UK economy that is better for society. The Alliance launched a Charter which asked candidates to pledge their support to the Social Economy in the next parliament, which was signed by over 239 candidates,




## **SOCIAL ECONOMY ALLIANCE**

and a Manifesto calling for specific policies which would benefit the social economy. We are already seeing some of the Manifesto's requests influencing government policy:

- The Department for Business, Innovation and Skills has approved the idea to develop an apprenticeship for entrepreneurs, including a specific pathway for social entrepreneurs, to help young people start their own social ventures
- The government is considering giving a steer to the Competition and Markets Authority to inject greater competition into markets for public services where this has the power to improve delivery for consumers
- The government will raise the target for SMEs' share of central government procurement to one-third, strengthen the Prompt Payment Code and ensure that all major government suppliers sign up
- The Public Sector Contract Regulations 2015 allows past performance to be considered in procurement decisions.

## Investment

The University has committed to supporting third sector organisations and social investors financially, either through direct investment and/or the provision of pro-bono support.

Organisation	Purpose of Investment	Impact
<b>Goodwill Solutions CIC</b>  <p>The University is a 20 per cent partner of Goodwill Solutions CIC, a local social enterprise.</p>	<p>To significantly widen Goodwill's impact, and grow its customer base, as well as develop its 'social business' through the Back to Work scheme.</p>	<ul style="list-style-type: none"> <li>• Increase in warehouse size from 25,000 ft<sup>2</sup> in 2011 to 100,000 ft<sup>2</sup> in 2014, thus enabling the number of disadvantaged people supported to grow.</li> <li>• Goodwill has grown from an organisation with a £400,000 turnover to one with a turnover of £6m.</li> <li>• New student placement and research opportunities.</li> </ul>
<b>Big Issue Invest</b>  <p>The University of Northampton is a key partner in the Big Issue Invest Corporate Social Venturing (CSV) programme. The programme is specifically tailored for early stage social businesses that often face challenges when it comes to securing finance.</p>	<p>To support and nurture a new generation of high potential social businesses to grow and deliver sustainable social and financial returns.</p>	<ul style="list-style-type: none"> <li>• More than 200 applications received and 13 social businesses receiving investment and mentoring in 2014-2015.</li> <li>• As part of its investment to the CSV the University has also provided research support to third sector organisations in assisting them with their social impact measurement. This will provide evidence of the social impact of the CSV programme in the future.</li> </ul>
<b>Impact Ventures UK</b> 	<p>To invest in high growth, high impact social ventures.</p>	<ul style="list-style-type: none"> <li>• The University provided investment and consultancy to social enterprises across a diverse portfolio covering the employment, health, mental health and social housing sectors. An example includes:  K10 – a social enterprise providing young disadvantaged and unemployed people with an apprenticeship within the construction and financial sector. The investment and consultancy enables K10 to address youth unemployment and social disadvantage in London.</li> </ul>



## ● Case Study



### Goodwill Solutions CIC

The University is a 20 per cent owner of Goodwill Solutions CIC, a Northampton-based social enterprise which offers bespoke logistics and warehousing solutions to retailers and global manufacturers. It uses the infrastructure and surpluses generated to run back-to-work courses for ex-military with post-traumatic stress disorder, ex-offenders, and other disadvantaged individuals.

As a result of our expert involvement, Goodwill has significantly widened its impact, and grown its customer base, as well as developed its 'social business' through the Back to Work programme.

We also provided management and accountancy support from University staff, business support through Inspire2Enterprise, and research support through ISII. Our work with the business has been a significant contributor to Goodwill Solutions growing from a £400,000 turnover to one with a turnover of £6m. The research and business support also directly contributed to Goodwill successfully applying for £150,000 of financial and pro-bono support from the Big Venture Challenge. Inspire2Enterprise has helped to secure £400,000 of funding for Goodwill – two grants amounting to £150,000, and two loans for £125,000 each.

In addition, Goodwill has grown its social impact from 45 beneficiaries to 120 people

annually. The impact on these beneficiaries has been significant with 82 of the 2014-2015 trainees completing Goodwill's employability and training course. All of these 82 individuals obtained an NVQ Level One qualification in Warehousing and 79 completed their forklift truck licences. This free training provision was worth over £118,000 to the beneficiaries. In addition, Goodwill has succeeded in getting 62 of its 82 course starters into work (a 76 per cent employment rate) and only two of the 82 individuals have been caught reoffending (an unprecedented two percent reoffending rate compared to a 12 month rate of 46 per cent for prisoners released from prison). This success in reintegrating the beneficiaries into employment has saved the State over £265,000 through both reduced benefits payments and increased tax/NI payments. The savings made for the State through reduced recidivism could be as much as £1.33m in reduced prison costs. When all these benefits to the State are stacked, Goodwill has saved the UK government or contributed to beneficiaries over £1.7m, all from an organisation that is totally self-sustainable and does not cost the State a penny.

Goodwill has received national attention from a number of senior politicians from the Cabinet Office. Goodwill was visited by Rt Hon Francis Maude MP in March 2014 and Rt Hon Iain Duncan Smith MP in January 2015, who were very impressed

with the work that Goodwill and the University of Northampton are doing to deliver maximum social impact in the community.

Rt Hon Francis Maude MP commented:  
*"Tough economic times demand creative thinking about how we can deliver public services to provide more for less. We know that mutuals and joint ventures, SMEs and the voluntary sector can drive up productivity everywhere. Organisations such as the University of Northampton, Inspire2Enterprise and Goodwill Solutions are the sort of flexible, socially-responsible businesses that can produce better value for money and better quality public services. That's why our reforms will make it easier for a more diverse marketplace of suppliers to work with government."*

Rt Hon Iain Duncan Smith MP commented:  
*"I was incredibly impressed by Goodwill Solutions.....they are one of the best social enterprises I've ever visited and it was very interesting to learn about the vital work going on to help people get back into work and re-enter mainstream society."*

*The team I met all do an excellent job and I cannot praise them enough including the role of the University of Northampton as a social enterprise partner."*





## Looking forward

As a University, we will continue building on the good work that we are already doing to deliver the maximum social impact in the community.

Our Changemaker+ Challenges will see us working more closely with the county's local authorities, schools, NHS, businesses, and the community and voluntary sector, as we seek to transform the delivery of services and improve Northamptonshire in the key areas of Health and Wellbeing, Education, Culture and Heritage, and Enterprise and Innovation. We will have our students and staff play a vital role in designing and implementing these Challenges so they can make positive impact to their local communities.

As we move forward to a new Waterside Campus, we will work with our main contractors and their sub-contractors to implement our social impact action plans to deliver social impact through the construction and operation of the Campus. We will ensure that our innovative approach to procurement maximises social value and impact in the community.

Using our knowledge and experience, we will continue influencing the policy and practice of social innovation and social impact in the UK and beyond.



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