

Response to Mission-Led Business Review: Call for Evidence

Instructions for responding to the call for evidence

You can fill out this PDF form to respond to the Call for Evidence. Respondents are invited to respond to all questions or only to some.

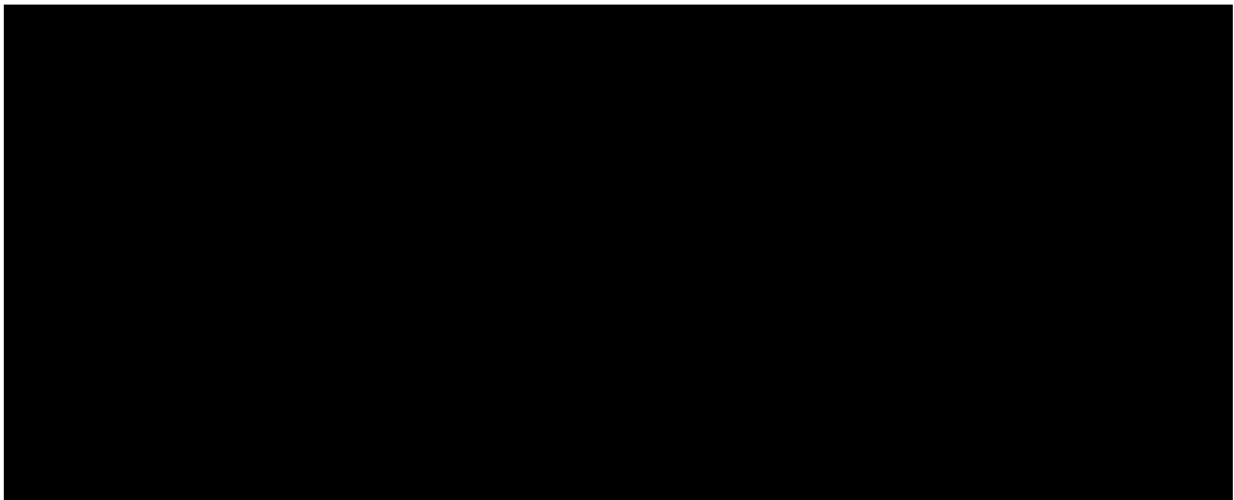
The closing date for responses is 8 July 2016. Responses received after this date may not be read. Call for Evidence responses should be returned to:

missionledbusiness@cabinetoffice.gov.uk

Or if you would prefer to send your response by post:

Mission-led Business Review Secretariat
c/o Alexandra Meagher
Cabinet Office
1 Horse Guards Road
London
SW1A 2HQ

Contact information



Part 1: Profile, drivers and potential of mission-led businesses

Question 1: What do you know about the number and profile of mission-led businesses operating in the UK? Please share evidence.

On 27th June 2016, Social Enterprise Network convened a roundtable discussion, attended by twenty leading practitioners within the social economy in the Liverpool City Region, in order to formulate a collective position on the government's consultation on Mission-Led Businesses.

The consensus of opinion around the table was that the government's consultation was significantly flawed. In particular, a number of objections were raised by numerous voices:

The phrase "mission-led" is too vague to be meaningful or useful. All businesses, to some extent, are led by their missions, whether this is a mission to provide good, cheap food a la Tesco, or a mission to build houses a la Barrett, or a mission to break monopolistic practices a la Uber. To talk of "mission-led" as a separate category of business, in and of itself, is fundamentally mistaken. We believe that insufficient thought has been given to these matters.

The Social Value Act, introduced under the coalition government, does not seem to fit well with the new bid for Mission-Led Businesses. Will procurement practices now have to be reconfigured again

Question 2: What do you know about the impact of being a mission-led business on business performance and social impact? Please share evidence.

Question 3: In your view, what are the ways that quantitative data on mission-led businesses could be better captured over time?

Question 4: Why would a business set-up as or become a mission-led business? Please share evidence.

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Question 5: How do you see mission-led businesses developing over the next decade?
Please share evidence.

Mission-led business - case studies:

If you are a mission-led business, or know of mission-led businesses that you are willing to share publicly, please complete the following table.

If you would like to share examples of more than one business please complete an additional table and submit with this questionnaire.

| | |
|---------------------------------------------------------------------------------------------------------------|--|
| Name of business | |
| Contact details for business | |
| Brief description of business (please keep under 5 lines) | |
| Why is this a mission-led business? Please include details on any corporate governance or reporting steps. | |
| Stage of business development (i.e. start-up, growing, mature, repurposed) | |
| Industry sector | |
| Geographic focus | |
| Evidence of financial growth | |
| Evidence of social impact | |
| Any other details (e.g. legal form) | |

Part II: Challenges faced by mission-led businesses

Question 6: What are the practical steps that a business can take to make a commitment to deliver on its intention to have a positive social impact?

Question 7: Do you think these steps could be better communicated to entrepreneurs and businesses? If so, how?

Question 8: The loss of focus on social and environmental aims has been identified as a potential problem for mission-led businesses (“mission drift”). When do you think this is most likely to happen? What could be done to prevent this?

Question 9: Have you identified barriers to new entrepreneurs or established businesses who want to easily convert their intent to make social impact into a long-term or binding commitment?

If yes, please provide details of these barriers, in particular identifying those that may be caused by regulation.

Question 10: In your view, what are the barriers to a large corporate (including a public company) to becoming a mission-led business or owning a mission-led business within its group structure?

Question 11: Do you think mission-led businesses have or should have a different culture/values system to traditional (i.e. non mission-led) business? If yes, please provide best practice examples of this.

Question 12: What challenges do mission-led businesses face when engaging with potential customers, employees and investors about their social impact?

Question 13: What do you think is the role of certifications systems (e.g. B Corps) or of frameworks (e.g. Blueprint for Better Business) in helping mission-led businesses engage with external stakeholders?

Question 14: What are best practice examples of social impact measurement and how are they being applied by mission-led businesses?

Question 15: Have you identified specific barriers to the growth of mission-led businesses? If yes, please provide details of these barriers, in particular identifying those that may be caused by regulation.

Question 16: What do existing mission-led businesses need in terms of support and what do you think could be done to incentivise the creation of more mission-led businesses over the next decade? Who is best placed to do this?

Thank you for your response.