

**University of Salford: Social Enterprise Gold Mark
Update 2016**

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March 2016

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Introduction

Since the University of Salford achieved the Gold Mark for Social Enterprise in late 2014, we have continued to develop our activities and plans to further enhance our institutional role (i) as an educational social enterprise, (ii) a partner in the City of Salford in the growing social enterprise economy, (iii) as a champion of social benefit and improvement, (iv) to support our staff and students to achieve their own social impact goals.

However, since the University secured the Gold Mark a great many significant changes have taken place within the institution, with new leadership and a significant focus, as a result, on the development of a new and exciting strategy and set of focused priorities for the University in the coming years. Core to the development of the University will be an ever-increasing focus on working more closely and effectively with businesses of all kinds, and to ensuring that our students are even better prepared for the post-university world. While the development of this new strategic plan and the need for new leadership to agree and communicate the priorities has taken a great deal of time during the past year, the emerging focus supports our social impact agenda.

Further, since we secured the Gold Mark, the University has been working to carry out a broad and ambitious Social, Cultural, Environmental and Economic Impact Study. This study is due to be published in May/June 2016, and will inform our next review and report to the Social Enterprise Mark. Included in this new report will be a range of interesting statistics and case studies that will highlight the progress we have made in recent months and years and point to potential for the future. We have carried out a staff volunteering survey, which will highlight the social impact made by our staff through a range of volunteering activities in the community. Case studies relevant to the social enterprise and wider social benefit agenda will be included and some of these are referred to in this paper.

The City of Salford and Social Enterprise

The University is a partner with many others across the City in enhancing Salford as a Social Enterprise Place. We have hosted meetings and events to promote and celebrate the City's vibrant and growing social enterprise economy and hosted the launch of Salford Social Enterprise Place. More recently we are also a partner in the movement to develop the Salford Social Value concept. Further, the University's Vice Chancellor has recently signed the University up to the Salford City Mayor's Social Value Pledge.

Social Enterprises on Campus

The University continues to support staff, students and alumni in initiating and developing their social enterprises. Among those that have flourished since we achieved the Gold Mark are:

- The Saturday Club Music Tuition Project. This remains a relatively informal organisation but has been successful in attracting participants and income. The concept that provides paid-for musical instrument tuition for a reduced fee, utilising staff, student and alumni volunteer tutors, is working and is popular. Income is used (i) to purchase new instruments, (ii) supports our students to visit local schools for taster sessions. Often these sessions are the first opportunity for local young people to have a go at playing an instrument – especially a brass instrument. In recent months the group, under the direction of Dr Brett Baker, has made regular visits to a number of local schools and colleges, some on a monthly basis. These currently include a partnership with a primary school in Eccles, but also Stockport schools, Bury College, Preston College, and Blackpool 6th Form College.
- Visible Outcomes 4U, set up and run for a group of our social work students – now all graduates – has grown significantly. Visible Outcomes is now a registered company and its range of services has continued to grow. We are helping the group to develop their income streams and focus on sustainability. Soon Visible Outcomes will apply for charitable status. More information is provided below on the current activities of Visible Outcomes.
- The Pendleton Initiative. An area of significant social and economic challenge in Salford is Pendleton (the original location of The Pendleton Institute, the founding college of the University of Salford in 1850). The University partners with the City and others to support a wide range of development activity, often through

student volunteers and academic support. Today over 25 projects have been created and supported as part of the wider Pendleton economic and social regeneration programme which is a long-term project – much more than simply a physical regeneration programme.

- James Goddard. At the time of our application we were supporting a then MSc student, now a graduate, who had an ambition to build a Boxing Academy as a means to generating income to create a boxing club (free of charge) for local young people, in order to address the growing challenges of lack of fitness and obesity. James was a winner of our Yunus Social Business Awards, and as part of his prize he travelled to Bangladesh, visited a range of Grameen projects and had a private meeting with Professor Yunus. This visit inspired James, the first member of his family ever to attend university – to continue to develop his ideas. However, for a range of reasons, and while he held two successful boxing events in Manchester, he has found the challenges of establishing himself in this world very difficult. He has not put the experiences he has had on hold though, and is now actively pursuing a new retail social business concept.
- MSc in Social Business and Sustainable Marketing. Since we achieved the Mark our new MSc has been launched and already 11 students have registered, with 2 completing the programme. Their projects during their studies have ranged from evaluating the green economy in Salford to assessing the uptake of Professor Yunus's 7 principles amongst Bangladesh SME's.
- Research. The University's Centre for Social Business continues to develop, although resources remain tight. Among recent research projects are: Professor Phil Brown's projects around migration, homelessness and the Pendleton housing initiative; Dr Kevin Kane's consultancy with The Broughton Trust around developing a green economy in Salford and Dr Morven McEachern's investigation into UK social supermarkets.
- Student and Staff Social Enterprise Support. The University, as part of its wider student and staff enterprise support, has continued to give a range of assistance – mentoring, funds to test business ideas, business development grants – to both staff and students. Examples and a list of some of the staff and students who have benefitted in recent times is included in this paper. Among the notable examples, is a new fruit and vegetable stall, organised by a member of staff and involving students. The low cost products are available to both students and local people. Last summer we opened a new student residence complex on campus, creating a new 'village' of over 1,000 residents. With very limited retail offerings nearby, we are continuing to review the affordable offerings we can make available.
- Environmental Impact. The University continues to develop its commitment to reducing its environmental impact and benefitting the local environment. One outstanding example in recent months, is our partnership with the City Council and the Environment Agency in the Irwell Valley to transfer and re-designate University-owned land along the Irwell River as a vital flood plain. We are also researching and monitoring the impact and success of this partnership. Our playing fields were on this land and we have agreed with the Council that the University will have access to alternative playing fields. This is a project where all partners have contributed equally, where the project could not have succeeded without all the partners, and where the University is giving something significant to the local community. There is no financial benefit to the University.

Our Community of Interest

The University of Salford has a very wide community of interest, examples range from:

- Students and potential students. The University has a strong track record in supporting local people to come to University and to succeed. A lack of social mobility through education remains a challenge in the UK, but at Salford our record is good. Not only is a high proportion of the student body drawn from the local area and areas of non-traditional participation in HE, and where we have very strong ties with local primary and high schools (with students often providing volunteer mentoring and tutoring), but Salford is one of the top seven universities in the country for supporting young people from a care background to come to University. A crucial issue for non-traditional students, including those from a care background (the least represented group in society in higher education), people living with physical or mental challenges such as dyslexia, but also those who are the first in family to attend university or who have financial difficulties, is the transition from first to second year. This is when too many young people drop out of higher education for many

reasons. Our evidence indicates that where we can support students through this transition, they succeed as well as any other more 'traditional' students.

- Institute for Dementia. A further community of interest that we have developed very strong support for and partnership with through our flourishing Institute for Dementia, are those living locally with dementia and their carers and wider families. Chaired by former local MP, Hazel Blears, now a Visiting Professor at the University. We have been fundraising to support research (with very positive results) and to create a permanent home for the new Institute, which thanks to a significant grant from the Wolfson Foundation should open later this year. An example of the very practical things that we do, include the fact that the Institute and University have hosted a Christmas Day lunch for the past two years for local people living with Dementia and their carers.
- Local Employers and social enterprises. As mentioned already, we support the development of the social enterprise economy in the local area. However we are also building stronger ties to all employers and businesses, and aim to significantly increase the number and range of placements for our students, thus helping those businesses and helping to boost the employability of our students. Already a majority of students in the Salford Business School participate actively in placements.
- Pendleton Regeneration. As mentioned already, the University's impact on the Pendleton area multi-year regeneration programme has already been significant (see examples of projects undertaken).
- Research and consultancy. Across a number of our academic specialisms, research and consultancy across health and many other topics are constantly carried out. Our tradition is to focus on applied research that helps people today (this is the focus of the Institute for Dementia for example), but is also the focus of our EnergyLab, which is an award-winning environmental facility, with a full-scale, recreated Victorian Salford terraced house within a sealed laboratory. Industry uses this unique facility to test new products, environmental challenges etc.

Social Impact Inputs

Above are listed a range of actions that illustrate inputs by and through the University of Salford. Our financial resources are limited, but we do what we can and partner with others wherever possible. We are also fortunate in having a large community of staff and students who want to get involved and we will further enhance this. Our Social, Cultural, Environmental and Economic Impact Study will provide further evidence and data.

The University has created a Social Business Centre within its Business School, staff by experienced researchers and teaching colleagues. This represents a not-inconsiderable investment of time and money. This structure is common in UK higher education and provides a focus for the further development of academic activity (teaching, research, consultancy) across the University. Discussions with the new Dean of the Business School will be focused on the further development of the Centre.

At the central institutional level – the University is able to provide a range of support – people and time, but also access to our facilities either free of charge or at a very reduced rate, to support the promotion of social enterprise. We have done this many times in the last two years, hosting conferences, seminars, launches etc. These have reached hundreds of participants from across the North West.

Through our Student Life Division, the University provides small grants to support staff and students to either test or develop their SE concepts.

We are investing significantly in our Social, Cultural, Environmental and Economic Impact Study.

Our approach to carbon reduction and other projects with an environmental impact is significant and is built into our Estates planning and procurement. We also aim to procure locally when possible and with a view to environmental impact reduction wherever we can. Further all major estates projects must have a positive impact for local people. For example local school children have been working with the artists on projects linked to commissions for public art as part of our New Adelphi £55 million building project which creates a new home for performing arts programmes. The new Building also creates, alongside our Peel Hall (the only classical concert hall in Salford) and Maxwell Hall (for many years a popular music venue) an exciting community arts and culture ‘centre’ which will be made widely available. This new facility will be officially opened in 2017.

Salford’s Social Outputs

Above are listed a range of positive outputs in recent months.

To this we can add:

- 74 students and staff supported in 2014/2015 to understand and test SE ideas and to develop those ideas
- In 2014/15 we were supporting 125 students from a care background over all years – 44 were new students that year
- The University currently supports more than 1,700 students with a registered special need. This figure is constantly changing and the range of needs is diverse. Among these individuals are some 844 students with declared SpLD (which includes Dyslexia, Dyspraxia, Dyscalculia, ADHD & ADD and those with multiple SpLD)
- We have decreased our scope 1 and 2 carbon emissions by 38% by the end of academic year 2014/15 from a 2005 baseline, and are on track for our 43% reduction target by September 2020
- A recent report from Brite Green identified that the University of Salford is 8th of all UK universities in carbon reductions since 2005
- We have become more energy efficiency achieving a decrease of 7% in energy consumption per staff and student FTE
- We have reduced the amount of waste we produced by 26 tonnes between academic years 2013/14 and 2014/15 and recycling has increased by 1% to 30%
- Three gas refuelling stations created on campus for multi-fuel cars in 2015
- 2013-2015 we trained 33 student volunteers as Green Impact auditors (received accredited auditor training)
- Involved over 50 student volunteers as Green Impact Project Assistants between 2013 and 2015

- We worked with 15 staff teams, approx. 502 staff influenced with 87 directly involved through our Green Impact Programme
- Carbon savings estimated for the University from the actions registered in Green Impact of approx. 173,000kgCO₂e and £34,000 over the two years
- Staff and students recognised in Green Impact Special Awards in areas such as innovation, environmental improvement, sustainability leadership, environmental hero and community involvement
- Over 70 students volunteered to take part in the first University 'Blackout' event: an out of hour's energy audit. The auditors found 212 computers and 286 monitors left on (not including computer labs), 1002 lights, 35 projects and 51 printers. Analysis of the energy data found that over the weekend there was a saving of £280 and 120 kilograms of CO₂ as compared to the previous weekend. Based on this data, there are opportunities to save over £14,500 a year, just through weekend shutdowns alone! If good housekeeping practices were adhered to, even on weekday evenings, the savings could be even greater.
- Fairtrade Status renewed successfully in November 2014
- 12+ community events hosted each year, including social value and social enterprise events, public lectures etc. reaching at least 500 local guests and visitors
- Campus fruit and veg stall established for students and local people
- Funds disbursed to support staff and student social enterprise initiatives 2014/2015 via test and start up grants totalling £9,504, supporting 35 individuals
- The University supports social mobility and widening access in many ways. Among these is our commitment to providing financial support to well-qualified individuals who might otherwise not be able to attend university. Scholarships, bursaries and other financial assistance awarded in 2014/2015 to UK and EU students exceeded £4 million
- In Addition scholarships and bursaries supported and awarded from donations received totalled £125,570, supporting 122 individuals in 2014/2015
- 720 local people across 6 public lectures attended in 2014-2015
- 10 community counsellors trained to assist in addressing mental health issues among local asylum seekers and refugees (Visible Outcomes 4U)
- 12 Members of Work Club now in employment (Visible Outcomes 4U)
- 90% of those trained in health and social care level 2 training are now in employment (Visible Outcomes 4U)
- Over £300,000 worth of research funding and resource has been invested in projects so far in Pendleton, most on a match basis by the Partners.
- Pendleton Co-Operative was founded by the University, Together Housing Group, Salford City Council, Salford Arts Theatre and Lark Hill Primary School, initially making £75,000 available over 5 years for local groups and organisations, specifically around job creation and training initiatives.
- 25 Projects underway with Pendleton Together, under six long term (20 year) themes
- 26 flats in Pendleton have been assessed for dementia suitability by the University's Dementia Institute
- Salford Business School delivered the Pendleton Business Pop Up School supported by 20 entrepreneurs and 12 enterprise organisations
- University Big Data Mining techniques were applied to assessing recycling and energy efficiency of refurbished homes in Pendleton.

Our Social Outcomes

We are still in an early stage and will have much more to report under this heading in our next update. Specifically the new Social, Cultural, Environmental and Economic Impact Study, due for publication in May/June 2016 will provide valuable insights and evidence of the outcomes we are achieving and indicate areas where more can be done (staff volunteering for example). Further the finalisation and rolling out of the University's new strategic plan and priorities, under its new Vice Chancellor and institutional leadership will further cement and clarify our objectives in this area.

Case Study 1: University of Salford Staff and Student Activities

Jessica Clark - Jess is a member of staff who has received both a £250 'Try It' and a £2,502 'Do It' award, to deliver a regular fruit & veg stall on campus for staff and students and the wider Salford community. The objective is to provide accessible and affordable fruit & veg to the University community to encourage healthy eating and easy healthy choices for staff, students and Salford community members. An additional objective is to give students the opportunity to run this as a project, for them to develop and deliver the stall. After a successful trial the hope is to recruit a regular team of volunteers who will be responsible for the project overall and in doing so develop their own business and entrepreneurial skills.

Jo Feakin - Jo is a mature student studying Podiatry, she has been awarded a £500 'Try It' award to trial and develop her project 'Happy Feet for The Homeless' an initiative working alongside the Audacious Project, to provide foot care for the homeless, a service that is not currently available through this initiative, Jo's funding will go towards the costs of insurance and equipment in order to run this project. She will use her new for profit start-up business as a way of ensuring long term sustainability of this work.

Grant Awarded 2013-2015

Name of Recipient	Amount	Reason/Destination/Details
Jessica Clark	£2,752	Try It Award
James Goddard	£250	Try It Award
Sandra Breen	£5,000	Do It Award
Grant Dolan	£940	Build It Award (Salford)
Grant Dolan	£3,060	Build It Award (UnLtd)
Diana Baker	£1,450	Try It Award
George Carr	£250	Try It Award
Richard Meftah	£250	Try It Award
Sadiat Akindele	£500	Try It Award
Nick Valentine	£2,280	Try It Award
Niwe Muhoozi	£250	Try It Award
Bertha Davis	£500	Try It Award
Luke Blazejewski	£250	Try It Award
Paul Chambers	£250	Try It Award
Wilson Nkurunziza	£250	Try It Award
Laura Reed	£250	Try It Award
Sally Ann Walker	£250	Try It Award
Dickson Wasajja	£250	Try It Award
Tracy Collins	£500	Try It Award
Joanne Feakin	£500	Try It Award
Tracie Daly	£500	Try It Award

Joycelin Munroe-Mignott	£250	Try It Award
Bronya Jackson	£250	Try It Award
Pauline Draper	£250	Try It Award
Evangel Lapore	£500	Try It Award (paid back)
Belal Chaudhary	£2,000	Do It Award
Louise Hesketh	£250	Try It Award (paid back 17/07/2015)

Mark Gregson	£1,000	
Sara Parsons	£1,000	Stalled as dependant on kitchen being fitted - per DM 15.04.15. AB sent reminder 17.06.15, chased up 24/06/15
Ayesha Khan	£1,000	
Andrew Hollingworth	£940	
Ashia Arshad	£1,000	
Joshua Jones	£1,000	

Case Study 2: Visible Outcomes 4U - an update February 2016

Visible Outcomes 4U Ltd

Visible Outcomes 4U was created by Salford University Social Work masters students. It provides a range of services to local people including asylum seekers. The organisation is now a registered company - registered with Companies House as a not for profit Limited by Guarantee company. Registration Number: 08825843. The company has a base provided free of charge within the University and works closely with academic staff and students in our Social Work Division.

Website: <http://www.visibleoutcomes.co.uk/>

We present here some of the projects that Visible Outcomes has been involved in:

1. *Community Counselling*

Objective:

To train migrant champions living in Salford to be volunteer Community Counsellors to address the mental health concerns of the Salford migrant, refugee & asylum seeker communities.

Project:

Visible Outcomes 4 U Limited worked in partnership with another organisation - Inspiring Ideas - to train migrant volunteers and oversee their practice.

The training covered the following areas:

- Overview of what the research says about promoting recovery from mental illness
- Ethics – Understanding the 5 principles
- Managing the first 10 minutes of the session
 - Developing therapeutic connection and clarifying boundaries
 - Discussing the contract & confidentiality
- Engaging the next 20 minutes of the session
 - Developing therapeutic relationship
 - Using skills like summarising, clarifying, etc.
- Intervention the next 20 minutes of the session
 - Solution-focused and strength-based brief interventions
 - Reflecting on strengths, miracle questions and looking for exceptions for the problem
- Feedback Informed Treatment – Final 10 minutes
 - Using evidence based practice
 - Complete the Sessions Rating Scale and Outcome Rating Scale to discuss the graph together to assess the quality of therapeutic connection and the benefit the client is receiving from the connection.

The counselling service will be for mild and moderate mental health concerns. When significant risk of serious harm to self or other is present appropriate referrals will be made. This will be made clear when the counsellor is contracting with the client at the start of the first session.

We trained 10 community counsellors as part of this programme. Visible Outcomes was able to gain funding through Salford CCG towards this project.

2. *East Salford Work Club*

Training and qualifications that will improve the chances of independence and progression for individuals is the goal of Visible Outcomes. Access to employment will also improve individual financial status and financial independence. Visible Outcomes has already started a voluntary Work Club each Tuesday that anyone that needs support to gain employment can access. At these Work Clubs support is provided to remove any barriers to employment through 121 advice and signposting to relevant services. In the last six month more than 60 jobseekers have accessed our work club, 50% have since accessed further training and volunteering and 12 of the Work Club customers achieved a Job Outcome.

Visible Outcomes was able to apply for funding with Community First for a grant to run this local project in Salford Beacon Centre.

Please see link below to testimony from our service user. <https://communityreporter.net/story/life-experience-story-service-user-visible-outcome-work-club-client-no-2>

3. Health & Social Care Training

Visible Outcomes worked in partnership with a Greater Manchester training provider to deliver Health & Social Care Level 2 training to 25 residents from Greater Manchester. The training provider delivered funded training for each of the learners and Visible Outcomes was able to generate recruitment fee per learner to continue sustainment.

From the 25 learners we helped train more than 90% of these learners are now in employment.

4. IT & Security Training

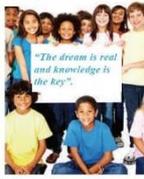
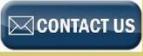
Visible Outcomes worked another local training provider to deliver IT and Security Training. These were accessed by 20 learners. The training provider delivered funded training for each of the learners and Visible Outcomes was able to generate recruitment fee per learner to continue sustainment.

From the 20 learners we helped train more than 60% of these learners are now in employment.

5. Dream Good

Visible Outcomes in partnership with University of Salford and Affinity Sutton Housing Association ran a project involving young refugees to explore together their aspirations and the barriers faced in achieving their dreams.

Students and Lectures from the University of Salford were involved in delivering this project. The Project was funded by The Difference Fund through Santander.

<p>Activities: There will be a lot of activities for you to enjoy and have fun with your friends. The activities sound like this: film making, videos and art etc.</p>  <p>Sports: We also have some sports activities for you which includes: Football, basketball, pool, badminton etc.</p> 	<p>Our Mission: Our mission is to make our dreams come true, succeed in life and be more than less. Dream Good is committed to overcome the barriers and ready to start a brighter future. Dream Good's desire are to create new opportunities for those who want access to higher education. The dream is real and knowledge is the key.</p> 	 <p><i>Dream Good</i></p>  <p>"The dream is real and knowledge is the key".</p>	<p>Contact:</p>   <p>If you want any further information please contact us on 074 2505 4288 or join us on Facebook at: https://m.facebook.com/events.632327350187727</p> 	<p>Food:</p>  <p>We will also provide some free Halal food which you will enjoy like pasta, sandwiches, pakooray, crisp, chocolates and drinks etc.</p> 	<p>Venue: We are looking forward to see you on Saturday 10th of May 2014 from 1 PM to 3 PM at this address: Community Center Doveridge Gardens, Seely Road, Salford, M6 7LY</p> 
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University of Salford and Visible Outcomes – Refugee Video

Three students from the University of Salford from Media Psychology worked alongside Visible Outcomes and Salford City Council to create a video to get perspectives from both refugees and students of the University about their experience of living in Salford. The video is available on YouTube. Please see the link below.

<https://youtu.be/yfVZaiVIA3I>

6. FACE Academic Journal

Our Home our Salford: Transgressing the Borders of Social Work Education Subtitle: In Our Back Yard (Collaborate to Widen Participation: to, through and beyond HE-Forum for Access and Continuing Education (FACE), The University of Salford, United Kingdom, July 2014).

7. European Migration Conference - Brussels

The European Migration Forum – the dialogue platform on migration, asylum and migrant integration – met for the first time on 26 and 27 January 2015. The event was held at the EESC premises.

The main theme of this meeting was: 'Safe routes, safe futures. How to manage the mixed flows of migrants across the Mediterranean?'

Wilson Nkurunziza represented Visible Outcomes at this forum.



Current Activities and Future Plans

1. *Employability Training:* Visible Outcomes is currently working with Revive on a Lottery Funded project as a Sub-Contractor to deliver employability training.
2. *Recruitment Agency:* Visible Outcomes is in the process of setting up as a recruitment agency to provide staff on temporary and permanent basis to companies. Our initial work will be within the Health & Social Care and Cleaning services and will look at expanding this in the future. This initiative will aid future sustainability.
3. *Training Sub-Contract Provider:* We are currently working with a Business Development Manager who is helping broker a sub-contract for Visible Outcomes to deliver training programmes to local Salford and Greater Manchester residents.
4. *Partnership and Improvement Fund:* Visible Outcomes recently submitted an application for grant funding to deliver a project for Salford CCG. As part of the project Visible Outcomes will use mediums like sport and dance to bring people together and through these congregations link them to mainstream health services. The sessions will also enhance understanding and responsibilities around health.
5. *Supporting International Communities Conference:* Visible Outcomes is organising awareness conference in Salford within the local residents and students about state of affairs globally and those affecting individual communities. The first of these conferences is planned around Genocide in Burundi. We plan to host this at the University's Media City campus in Salford.

Case Study 3: Caravans 4 Calais

The Student Social Work Network has grown quickly within Salford University and has become one of the largest student societies on the campus. The appeal has been driven by the compassionate projects we drive forward. These have included collecting 6,000 bottles for a Ugandan village that manufactures hand wash and supplies free of charge to five hospitals close to Kampala. This has significantly reduced the instances of sepsis. The society president, Andrew Hollingworth, is going out to Uganda for one month in the summer to work with the team to make this project sustainable. We also regularly visit Calais and provide food parcels and caravans to refugees. Our last trip was on the 29th January and the next one is scheduled for 22nd April. We have already delivered three caravans and this lifts vulnerable families off the flood plains and saves lives. Each Christmas we also fundraise and purchase and deliver equipped rucksacks to the street homeless of Manchester and have worked closely with the Pendleton community to build a relationship between the University and the locals. We have arranged two exciting academic talks; one on Child Protection and one on Mental Health. These were enormously successful and challenged dominant thinking in these contentious areas. We have delivered presentations to other universities, including Northumbria and MMU and are delighted to say these universities have established their own SSWN. We have also presented the society to respected organisations at JSWEC and BASW. The good work we have tried to do has been frustrated by limited funding and we have had to self-fund some projects from our own pockets. We have ambitions to grow this into a National network of social work students offering compassionate support and personal development to members and communities alike

The Chancellor of the University - renowned poet Jackie Kay - has been inspired by this student group and its work and has written the following poem to support the Caravans 4 Calais initiative.

A CARAVAN FOR CALAIS

So no room at the Inn
No snowy winter chalet
No holiday in Chamonix
Just a caravan for Calais.

A tin roof in the wind
A safe chamber on Christmas day
A shelter from the melee
A caravan for Calais.

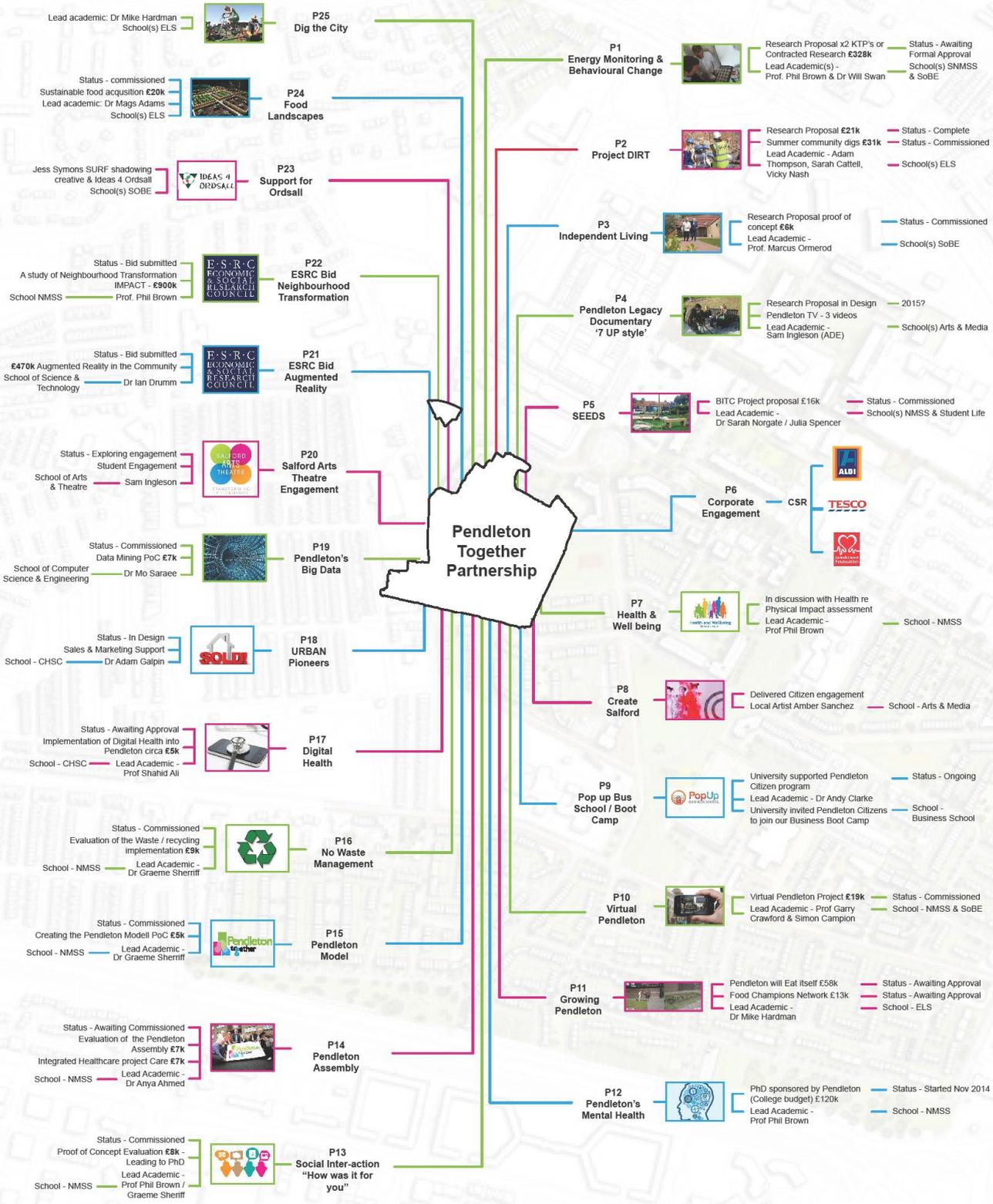
Away from the din,
Above the flooding malaise
Safe from the night raids
In a caravan for Calais

The world's kith and kin,
Stowed-away in Lorries.
No rest for the weary -
But a caravan for Calais.

Case Study 4: Pendleton Together



Industrial Partnerships... Delivering evidence based decision making through academic research, teaching excellence & student creativity
 = Economical & Societal IMPACT in Pendleton



Paul Longshaw guest lectures within ELS - Links to photovoltaic Salford Arts Theatre project attended by Paul Done - Supported the Shelagh Delaney day at Arts Theatre - Argentinean ministerial delegation Pendleton Walkabout, 7 Pendleton Walkabouts with UoS Academics, Together Housing Board meeting hosted & facilitated at Think Lab