

## RICHARD LEIGHTON CURRICULAR VITAE

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## PROFILE

Entrepreneurial, creative and innovative individual with a track record in the design, development, implementation and management of projects, programmes, initiatives and enterprises. Having worked with and lead projects for charitable, social, educational and commercial organisations I have gained skills in research, written, verbal and visual communication, business planning, support and consulting, financial analysis, management and reporting, funding and investment, relationship and partnership development, stakeholder and project management and operations.

## QUALIFICATIONS

**Institute of Applied Entrepreneurship** - MA Social Enterprise Development  
**School for Social Entrepreneurs** - Fellowship Programme  
**Birmingham Institute of Art and Design** - PG Cert Fashion Design  
**University of Leeds** - BA (Hons) Fashion Design Management  
**GCSEs** - 9 A - C including Maths, English and Science

## WORK EXPERIENCE

### August 2016 - October 2016

#### Participant | Erasmus for Young Entrepreneurs

Participant in the Erasmus for Young Entrepreneurs programme to gain new skills, experience and expertise.

### June 2015 - present

#### Enterprise Manager | Birmingham City University

Design, develop and manage the organisations Enterprise and Entrepreneurship offer for its 25,000 students, 250,000+ alumni and 3,000 staff that supports individuals to design, develop, fund, create, run, manage, scale and replicate enterprise initiatives.

### January 2014 - December 2015

#### Social Entrepreneur in Residence | Spring Housing Association

Designed, developed and raised investment to create a model to redevelop unused and derelict commercial property that provides move-on accommodation for individuals at risk of homelessness as well as run social enterprise initiatives that offer people not in education, employment or training access to training, work experience and support to gain employment within the service and retail sectors.

### July 2013 - December 2013

#### Special Projects Manager | London College of Fashion

Managed the organisations Fashion Education in Prisons Programme as well as set-up a Fashion Training and Manufacture Facility to train and employ female offenders in HMP Holloway as machinists that helps participants on license and release to gain employment within the UK fashion manufacture sector.

### July 2010 - June 2013

#### Social Entrepreneur in Residence | Trident - Social Investment Group

Supported the organisation to create a flagship social investment vehicle that supports its 800 staff, 3000 tenants and 6000 service users to design, develop, fund, create, manage, scale and replicate social enterprise initiatives. The model helped fund and create nine social enterprise initiatives in three years.

### January 2008 - June 2010

#### Project Leader | We Create\*

Designed, developed and managed a concept to create a platform that supports local young designers, graduates and students to gain commercial experience and run creative enterprises. **We Create\*** ran a BLOG and five pop-up shops across the Midlands that retailed 300+ creatives designs as well as offered space to incubate 30+ creative enterprises and run projects that supported 100+ young individuals from disadvantaged and socially excluded backgrounds.

## VOLUNTARY WORK

### September - November 2007

#### Project Design and Development | Homeless World Cup

Design and development of a range of football kits and merchandise for the 2008 Homeless World Cup in Melbourne. The project aimed to manufacture and retail the products to raise awareness and funds for the organisation.

### July - August 2007

#### Project Design and Development | Salvation Army

Design and development of a range of Salvation Army Merchandise. The project aimed to create and retail products to raise funds to import and retail vintage clothing in the UK from Salvation Army rag mills in the USA.

### September 2004 - June 2005

#### Project Design and Development | Oxfam

Worked within the Oxfam Wastesaver sorting centre to select vintage for retail as well as designed and developed a University Student Design Programme to create recycled and up-cycled products for retail within Oxfam vintage stores.

### September 2003 - September 2004

#### Project Manager | Big Issue

Created a Fashion Design and its Commercial Development Course that offered individuals from disadvantaged and socially excluded backgrounds the opportunity to gain access to qualifications and commercial experience in fashion design.

## ACHIEVEMENTS

**2016** Participated in the Erasmus for Young Entrepreneur programme

**2015** Raised **£2m** investment to create new social enterprise initiatives

**2014** Fashion Education in Prisons Programme awarded the Prime Minister's Big Society Award for reducing reoffending and improving rehabilitation

**2013** Fashion Education in Prisons Programme won the Times Higher Education Outreach Initiative of the Year Award for a University in the UK

**2012** One of five short-listed finalists for the Social Entrepreneur of the Year award and winner of the Youth-led Social Enterprise of the Year in England award for Forgotten Vintage in the Social Enterprise UK annual social enterprise awards

**2011** Invited to become a Fellow of the RSA

**2010** First male in Britain employed as a Social Entrepreneur in Residence

**2010** Named as one of the Daily Mail's Top 20 Young Social Entrepreneurs in the UK as part of its Enterprising Young Brits Awards

**2009** Invited to become a Young Business Ambassador for the Prince's Trust and the government's Make Your Mark Campaign

**2009** Named in the Observer Future 500 list and named as one of the Guardian's Top 100 Ethical Young Entrepreneurs in the UK

**2008** Gained a scholarship to School for Social Entrepreneurs in London

**2005** One of only three selected to display their portfolio at London Graduate Fashion Week on the BA (Hons) Fashion Design Management course

**2004** Only student to have a collection displayed in the University of Leeds Graduate Fashion Show on BA (Hons) Fashion Design Management course

## INTERESTS

Social Entrepreneurship | Social Enterprise | Social Investment | Social Innovation | Social Responsibility | Fashion | Art | Design | Football | Fitness | Travel

## REFERENCES

### Employer

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Head of Skills  
Birmingham City University  
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### Education

Dr Joan Lockyer  
Assistant Director  
Institute of Applied Entrepreneurship  
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### Funder

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## PROJECT EXAMPLES

1 **We Create\***

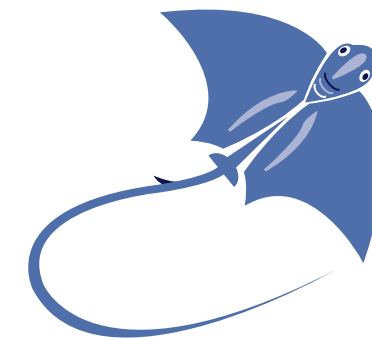
2 **Enterprise and Entrepreneurship**

3 **THE STINGRAY**

4 **Fashion Manufacture Facility**

5 **Forgotten Vintage**

6 **The Big Fashion Issue**



## ABOUT

**THE STINGRAY** is a model and platform to utilise and repurpose unused and derelict public houses in city centre locations across the UK to create community facilities that support individuals at risk of homelessness and people not in education, employment or training - as well as service the local area.

**THE STINGRAY** leases and purchases public houses to create social enterprises that offers accommodation on the upper floors for individuals at risk of homelessness as well as runs a canteen and retail store on the ground floor to offer opportunities for people not in education, employment or training to gain the skills, work experience and support required to obtain a position in the service and retail sectors.

**THE STINGRAY** collaborates with local charities, social enterprises and entrepreneurs to run the canteen and retail store sections of the model and partners with housing associations to manage the accommodation side of the platform.

**THE STINGRAY** works with its collaborators and partners to scale the model aims to collaborate and partner with other organisations to replicate the platform in new locations across the UK in other unused and derelict public houses to help create social and commercial impact to the local areas.



## MARKET OPPORTUNITY

There are **180,000** individuals in the UK at risk of homelessness that require accommodation and support to gain the skills, training and work experience required to obtain employment and the ability to live on an independent basis.

The government within the UK spend **£2bn** a year to accommodate the **180,000** individuals at risk of homelessness in hostels and shelters - **£11,000** on average per individual per annum.

**THE STINGRAY** model accommodates individuals for **£5,000** a year on average per individual - a **55%** saving for local authorities and government in addition to the ability to offer onsite training, work experience and employment support.

There are **2m** individuals in the UK not in education, employment or training that require support to gain the skills, training and work experience required to obtain employment.

The government within the UK spend **£7.5bn** a year to offer the **2m** individuals Job Seekers Allowance - **£4,000** on average per individuals.

**THE STINGRAY** model helps individuals to gain the skills and experience required to obtain employment in the retail and service sectors as well as the support to secure a position - this reduces the benefit payments received and the government total spend on Job Seekers Allowance.

In 2004 there were **60,000** public houses in the UK. In ten years **10,000** public houses closed across the country and in 2014 the trend continues within the **50,000** that remain as an average of **25** public houses continue to close a week - **1300** a year.

As a result of this there are **15,000+** unused and derelict public houses across the UK within communities that require a new model to create social impact and add commercial value to the local area.

**THE STINGRAY** aims to utilise and repurpose some of the **15,000+** unused and derelict public houses across the UK as well as some of the **1300** that continue to close in the UK on an annual basis.

**THE STINGRAY** platform aims to utilise its model to repurpose derelict and unused public houses that create social and commercial impact within redundant community-based assets to generate new tax revenues for local authorities and government to help fund social service provision on a sustainable basis.

**THE STINGRAY** aims to create, scale and replicate the platform and model across the UK that can help address the issues identified on a local and national basis.

## SCALEABILITY

**THE STINGRAY** model and platform contains the ability to:

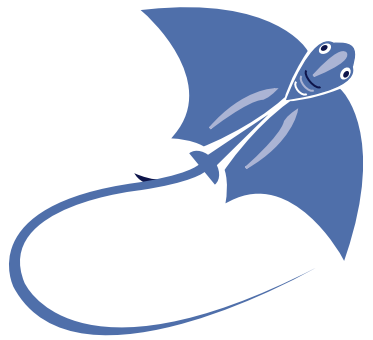
- redevelop **15,000+** unused and derelict public houses
- gain up to **£7.5bn** in investment for the aquisition and redevelopment of the properties
- generate a **10%+** return on the investment
- create up to **105,000** units of accommodation for some of the **180,000** individuals at risk of homelessness that reduces individuals within hostels and shelters up to **60%**
- save local authority and local government up to **£630m** in housing benefit claims
- create **15,000+** new social enterprise initiatives to offer the **2m** individuals not in education, employment or training skills, work experience and employment support
- save government up to **£840m** in Job Seekers Allowance

## PLATFORM DESIGN

**THE STINGRAY** platform aims to consists of three sections on multiple floors within a public house:

- 1 canteen that a charity | social enterprise | entrepreneur operates
- 2 retail store that a charity | social enterprise | entrepreneur operates
- 3 accommodation for individuals at risk of homeless that a Housing Association operates

# THE STINGRAY



## INITIAL PLATFORM

**THE STINGRAY** partnered with **Spring Housing Association** to create the initial platform in Digbeth - Birmingham city centre to trial and test the concept as well scale the model.

**THE STINGRAY** and **Spring Housing Association** raised **£500,000** to acquire and redevelop the public house to create the initial platform - the charitable housing association also manages the accommodation side on the upper floors of the initial model to accommodate and support the individuals at risk of homelessness.

**THE STINGRAY** also collaborated with local charities, social enterprises and entrepreneurs to help create and run a canteen within the initial platform - the charity **Aquarius** manages this social enterprise in the model on the ground floor.

**THE STINGRAY** now aims to develop new relationships with collaborators, partners and investors to replicate the successful model on a national basis across the UK in new locations.

## TIMELINE

There were nine processes involved to design, develop, implement and scale the initial **THE STINGRAY** platform - all within 3 years and 120 days work.

- Conceptual Design and Development
- Financial Planning
- Project Overview
- Project Feasibility
- Business Plan: 6-months | 50 days
- Investment: 6-months | 20 days
- Asset Acquisition: 6-months | 25 days
- Asset Redevelopment: 6-months | 15 days
- Scale: 12-months | 10 days

## BUSINESS PLAN AND FINANCIALS

A Financial and Business Plan for **THE STINGRAY** platform and model are available on request - please contact Richard Leighton for information.

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## FINANCIAL OVERVIEW

**THE STINGRAY** generates income in four sections that form the platform within the public houses - rental income and service charge on the accommodation for individuals at risk of homelessness, rental income on the canteen and rental income on the retail store.

The income supports the sustainability of the platform as well as the social and commercial development of **THE STINGRAY** and the replication of the model.

**THE STINGRAY** expenditure is in the form of overheads like: rent | mortgage, business rates | council tax | insurance, utilities, maintenance and health and safety. The surplus created within the initiative is the income that is generated within the four sections minus the expenditure in overheads.

**THE STINGRAY** generates a surplus within year 1 - 5 based on its expenditure and overheads and the targets set within the individual sections that generate income within the model.

The Minimum Viable Product for **THE STINGRAY** is a **£500,000** public house acquisition and redevelopment to create seven units of accommodation and a canteen and retail store.

The Minimum Viable Product generates a **10.2%** net return on investment on the surplus generated on the **£500,000** investment in the asset as well as increases the property value **25%** to **£623,299** based on its resale value as a going concern that can provide a purchaser with a **10%** gross return on investment - creating **£123,299** new equity in the redeveloped public house.

The initial platform for **THE STINGRAY** created in Birmingham city centre invested **£450,000**: **£350,000** to acquire the public house and **£100,000** to redevelop the unused asset to create fifteen units of accommodation and a canteen.

The initial **THE STINGRAY** platform generates a **16.5%** net return on investment on the surplus generated on the **£450,000** invested in the asset as well as increased the property value **111%** to **£949,927** based on its resale value as a going concern that can provide a purchaser with a **10%** gross return on investment - creating **£499,927** new equity in the redeveloped public house.

The figures for the Minimum Viable Product and the initial platform in Digbeth also include a **7.5%** void rate on rental income and service charge within the accommodation section of the model.

## MINIMUM VIABLE PRODUCT

Investment	£ 500,000					
Income	Year 1	Year 2	Year 3	Year 4	Year 5	TOTAL
Accommodation	£ 33,290	£ 33,789	£ 34,296	£ 34,810	£ 35,332	£ 171,517
Service Charge	£ 4,040	£ 4,101	£ 4,163	£ 4,225	£ 4,288	£ 20,817
Canteen	£ 15,000	£ 15,225	£ 15,453	£ 15,685	£ 15,920	£ 77,284
Retail	£ 10,000	£ 10,150	£ 10,302	£ 10,457	£ 10,614	£ 51,523
TOTAL	£ 62,330	£ 63,265	£ 64,214	£ 65,177	£ 66,155	£ 269,618
Council Tax	£ 2,100	£ 2,132	£ 2,163	£ 2,196	£ 2,229	£ 10,820
Insurance	£ 2,345	£ 2,380	£ 2,416	£ 2,452	£ 2,489	£ 12,082
Utilities	£ 4,095	£ 4,156	£ 4,219	£ 4,282	£ 4,346	£ 21,099
Maintenance	£ 1,925	£ 1,954	£ 1,983	£ 2,013	£ 2,043	£ 9,918
Health and Safety	£ 800	£ 812	£ 824	£ 837	£ 849	£ 4,122
TOTAL	£ 11,265	£ 11,434	£ 11,605	£ 11,780	£ 11,956	£ 58,040
SURPLUS	£ 51,065	£ 51,831	£ 52,608	£ 53,397	£ 54,198	£ 263,100
ROI	10.2%	10.4%	10.5%	10.7%	10.8%	
New Asset Value	£ 623,299					
Capital Increase	£ 25%					
New Equity	£ 123,299					

## INITIAL PLATFORM

Investment	£ 450,000					
Income	Year 1	Year 2	Year 3	Year 4	Year 5	TOTAL
Accommodation	£ 71,335	£ 72,405	£ 73,491	£ 74,593	£ 75,712	£ 367,535
Service Charge	£ 8,658	£ 8,788	£ 8,920	£ 9,053	£ 9,189	£ 44,608
Canteen	£ 15,000	£ 15,225	£ 15,453	£ 15,685	£ 15,920	£ 77,284
TOTAL	£ 94,993	£ 96,418	£ 97,864	£ 99,332	£ 100,822	£ 489,428
Council Tax	£ 4,500	£ 4,568	£ 4,636	£ 4,706	£ 4,776	£ 23,185
Insurance	£ 2,345	£ 2,380	£ 2,416	£ 2,452	£ 2,489	£ 12,082
Utilities	£ 8,775	£ 8,907	£ 9,040	£ 9,176	£ 9,313	£ 45,211
Maintenance	£ 4,125	£ 4,187	£ 4,250	£ 4,313	£ 4,378	£ 21,253
Health and Safety	£ 800	£ 812	£ 824	£ 837	£ 849	£ 4,122
TOTAL	£ 20,545	£ 20,853	£ 21,166	£ 21,483	£ 21,806	£ 105,853
SURPLUS	£ 74,448	£ 75,564	£ 76,698	£ 77,848	£ 79,016	£ 383,574
ROI	16.5%	16.8%	17.0%	17.3%	17.6%	
New Asset Value	£ 949,927					
Capital Increase	£ 111%					
New Equity	£ 499,927					