

AN ENTERPRISING FUTURE

A guide to social enterprise for voluntary
sector organisations providing children
and young people's services



Contents

Business planning and legal forms	4
Case study: The Stone Soup Project	7
Accessing finance	9
Case study: Livity	13
Winning public sector contracts	15
Case study: P3	17
Evaluating impact	19
Case study: London Early Years Foundation	21
Resource glossary	24

This guide is for anyone working to provide children and young people's services in the voluntary sector, who are interested in finding out more about the social enterprise model. You may have heard people talk about social enterprise and be wondering what it's all about, or you might want to explore operating as a social enterprise, especially if traditional funding streams are drying up, or if you're looking to generate income in new and innovative ways.

People working in charities can sometimes be apprehensive about selling goods or services if they've never done it before. It does require a different way of thinking and operating, but there is a great deal to be gained. You don't have to radically change the way you work overnight, instead start slowly and test the water. This guide aims to answer some of the initial questions you might have, and gives practical advice on business planning and accessing finance, winning contracts and evaluating your impact.

Each section includes a case study to help illustrate the social enterprise approach and to highlight the range of services that social enterprises are delivering to, with and for children and young people.

Social enterprises are businesses that exist to change the world for the better. They trade to tackle social problems, improve communities, people's life chances, or to protect the environment. Social enterprises share the ethos and mission-driven nature of traditional voluntary sector organisations, and work to make a positive difference in lots of different ways: for example, they might create jobs for people who would otherwise be left out of the world of work, or provide vital services for people who might not get them otherwise.

Unlike voluntary sector organisations, social enterprises generate most of their money through trading, providing services or making and selling goods. Social enterprises make a profit, but this is reinvested to ensure their continued survival and further their social or environmental aims. Lots of social enterprises do start with the help of grants, but the aim in the long-term is to move away from this dependency.

Social enterprises operate in almost every sector in the UK. They're in our communities and on our high streets – from coffee shops and cinemas, to youth clubs and community health centres, banks and bus companies. Today there are an estimated 62,000 social enterprises in Britain, contributing over £24 billion to the economy and employing a workforce of nearly a million people.

Social enterprises come in all shapes and sizes. Some have been set up from scratch as social enterprises, while others have transitioned from the voluntary sector or spun out from the public sector, but they're usually started by people with a particular passion and sense of purpose. The passion often comes from trying to solve a problem that they understand personally; and the purpose comes from having a business idea that could solve that problem for others.

1: Business Planning And Legal Forms

Because social enterprises range from small community organisations to large international businesses, operate in a wide variety of markets, and have different social and environmental objectives, there is no single social enterprise business model. Rather, social enterprises adopt operational, legal and governance arrangements that best suit their social and environmental mission and business needs.

As with starting any business, if you're interested in setting up a social enterprise or transitioning to a social enterprise model, it's important that you start with some research to help you. Some basic questions to begin with are:

- What is the need for what you are planning?
- Are there customers who will buy your product or service?
- Who are they?
- Are others providing the same goods or services already?
- How can you do it better?

From here, you can start to build a business plan – this will help you think through some of the operational and legal details, and it's important to have a realistic and financially viable plan in place to approach potential funders and investors with.

Simply put, a business plan is a document that describes a business, its objectives, strategies, operations and financial forecasts. Typically, a plan will address questions like:

- What will your business do?
- What legal and governance arrangements will you adopt?
- Do you have the people with the skills and expertise the business will need?

- How will the business operate – what plans do you have for your premises, IT systems and other logistical considerations?
- How will you approach marketing and sales?
- What are your financial forecasts? Do you need to raise any finance and how do you plan to do this? (See the next section for more details.)

It's important to remember that a business plan should be a living document that is reviewed and adapted according to changing needs and circumstances, to allow your organisation to be responsive as well as proactive.

One of the questions you'll need to answer is what legal form your organisation will take, if you don't have one already. There is no one legal form for social enterprise, which means you'll have a number of options when it comes to deciding what would work best for your organisation, each with different benefits and drawbacks. The legal forms most commonly adopted by social enterprises are below. If you're already a charity and want to trade for the first time, you'll need to set up a trading arm.

Companies limited by guarantee or shares

These are the most common legal structures for businesses and often considered to be the most flexible, particularly companies limited by shares. While they can ensure they have a social mission written into their Memorandum and Articles of Association, this is not regulated. Of the two, a company limited by guarantee is the more commonly used structure by not for profit organisations and social enterprises.

Companies House, the statutory vehicle for company incorporation, provides more details: www.companieshouse.gov.uk/infoAndGuide/companyRegistration.shtml

Community interest company (CIC)

A CIC is a legal form created specifically for social enterprises. While it retains a limited company structure, it also has a social objective that is 'regulated' ensuring that the organisation cannot deviate from its social mission and that its assets are protected.

For more information contact the CIC regulator: www.cicregulator.gov.uk

Industrial and provident society (IPS)

The usual form for co-operatives and community benefit societies, and provides for organisations to be democratically controlled by its members in order to ensure their involvement in the decisions of the business.

For more information on IPS and co-operatives, useful sources are Co-operatives UK: www.uk.coop and the regulator for co-operatives, the Financial Services Authority: www.fsa.gov.uk/pages/doing/small_firms/msr/societies/index.shtml

Charitable company

Many social enterprises, particularly those that evolve from traditional charities and their trading arms, take a charitable legal form. The tax breaks associated with charitable status can be an important consideration, particularly for organisations where the retention of surpluses is essential, and where they can't take on equity.

A social enterprise taking a charitable legal form would first need to incorporate via Companies House and then register with the Charity Commission: www.charitycommission.gov.uk

Case study: The Stone Soup Project

The Stone Soup Project began in 2002 as a voluntary venture providing alternative education services for young people to a local authority in Nottingham. The original project based its activities around music technology, but it has diversified into a range of enterprises under the Stone Soup umbrella, delivering services such as social care and vocational opportunities for the long-term unemployed, all of which are encouraged to inter-trade and so 'recycle' income.

Stone Soup has three sites in Nottingham, and a social care strand in Cambridge. The legal structure of the original company from which the others have since developed is a Community Interest Company (CIC). Their projected annual turnover for 2010-11 is £1million. Approximately 80% of income is derived from contracts for service delivery, with the remaining 20% from grants and social loans.

When it comes to planning and delivery, staff have flexibility to carve out their own roles. For example, tutors can not only design their own programmes and resources, but if there are other projects they want to deliver, the directors will help them shape the ideas. If tutors are able to make those projects sustainable, they are welcome to take them on and the directors will find somebody else to fill the original position. Co-founder Colin says the directors "want staff to want to do the job they're doing and to do it well, which is why there is flexibility for them to shape their own roles".

Entrepreneurship is encouraged at all levels of the organisation and young people also have influence over the programmes being run. Through youth forums they feed in their thoughts and are encouraged to initiate their own projects. Within the parameters of a certain subject (such as music or crafts), young people have the freedom and opportunity to shape how they learn rather than specific lessons being planned from the outset.

2: Accessing Finance

As Colin says, “it certainly helps a lot if the young people feel that what they’re doing is their thing”.

Stone Soup has a complex and constantly evolving set of operations. In terms of planning, Colin and the team have found that what works best is to develop a model for the business that is reviewed and re-drafted regularly. It means less mapping out in detail how something will work in terms of process, staff and infrastructure, but rather working out if a new project will be financially viable and then seeing if it works in practice, i.e. planning and learning by doing.

Stone Soup’s directors have found that financial modelling is a very useful planning exercise, enabling the organisation to determine how much funding is required for a particular project and whether or not it will be sustainable. Colin believes its important to model new ideas as and when they arise, rather than just at start-up stage and to know from the outset the resources needed to make it viable.

A big advantage of having inbuilt flexibility at all levels of Stone Soup is the greater sense of ownership and commitment it generates among the staff and young people, and the greater buy-in they have - to both their roles and the wider organisation. From a strategic point of view, its important to have the flexibility to respond to the ever-changing environment in which they’re operating. His advice to others is not “get too hung up on the production of a perfect business plan, and spend more time doing that than their actual business,” but that a good planning process should be flexible and open to change.

However, Colin says there are some limitations, “we can’t have total flexibility because we’re working with vulnerable young people - this flexibility works for us because alongside sound financial modelling, we’ve got a strong mission to guide our direction, and a clear, agile governance framework”.

Whether you’re looking for finance to start, grow or move into social enterprise, there are a number of different types of finance available, each with their own advantages and disadvantages. There is also increased recognition that for new social enterprises and voluntary organisations seeking to set up an income-generating venture, the gap between grants and commercial finance is often too large. Various emerging types of finance are being trialled and tested to address this gap.

Grants

Provide a great advantage in that they do not need to be repaid, but there are also a number of drawbacks that must be considered. Inflexibility is an issue as grants often cover short-term costs, limit profit and often involve specific uses, leading to a risk of mission drift. Additionally, grant funding may limit an organisation’s ability to raise finance through other means. For example, sustainability is a top priority for many providers when assessing the risks of providing a loan to organisations.

Venture philanthropy

A type of grant that aims to apply the hands-on management techniques of venture capitalists to grant-making. Grants are given, but in a form resembling investment and the venture philanthropist may wish to take a seat on the board.

Debt finance

Usually available as a commercial loan, and these can normally be put to more flexible use than grants. Furthermore, a loan application will be assessed on its own merits rather than against other applications as is the case with grants.

However, not only will the loan need to be repaid, usually with interest, but lenders will often look for security over assets, such as land, buildings or equipment. Some providers will also ask for personal guarantee on the loan, which may be a big risk to consider. Furthermore, lenders will look for an operating history and track record of income generation, making it difficult to fund start-ups.

Equity finance

Involves the exchange of capital for permanent part-ownership of the business. There is no legal obligation to repay the amount invested at a set point in time, to pay any interest or to provide security: rather, investors expect to be compensated through dividends and capital gain. In addition, equity investors can often provide expert advice, though this raises the possibility of potential conflict between investors and the social enterprise's founders regarding objectives and priorities.

Social venture capital

A type of equity investment made by professionals who invest in unlisted companies, helping them to grow. Their role extends further than merely providing finance as many venture capital providers will want a seat on the board of directors. Angel investments works similarly, but the investment comes from individuals rather than venture capitalists whose investments are group facilitated.

Community Finance

Often provided by Community Development Finance Institutions and Credit Unions. Community finance organisations work to address financial exclusion through providing affordable finance to disadvantaged communities.

Patient capital

Typically in the form of investments, designed to give an organisation the time and space to develop and grow, which may be helpful for organisations trying to move away from grant-dependency. The investments are long-term and can take the form of a debt, grant or equity.

Which form of finance is right for my organisation?

When deciding which form of finance is right for your organisation, there are a number of things to consider:

- The purpose of the finance
- The amount of finance required
- Your legal structure
- Your business model

Purpose of finance

Different circumstances and needs lend themselves to different types of finance and in some cases it may be necessary to have a package of products. For example, like all businesses, social enterprises often use grant funding to start up new income-generating activities and then look for non-grant finance as the enterprise develops to become more self-sufficient. Commercial finance is often required when a specific financial need has arisen or long-term financial planning requires financial sources beyond grants and internally-generated cash. Examples include purchasing property, managing ongoing cash needs, funding a growth in operations and renovating a building.

Amount of finance

This will affect your options as some finance providers will not consider an application above or below their guidelines. Grants vary in size depending on the grant maker. Commercial banks do not often consider loans for less than £10,000 but can consider much larger sums. Equity finance tends to start at even larger sums, typically £250,000 or higher, although some providers might make smaller investments.

Your legal structure

The legal status of your organisation may affect the forms of finance you can use. For example, many social enterprises are registered as companies limited by guarantee, a legal form that does not allow companies to raise equity through issuing shares.

Your business model

The type of finance you raise must be suited to your business model. It is important to consider things such as the stage of development of the enterprise; the market in which it operates; the management and capacity of the enterprise to carry out its strategy; and the enterprise's self-sufficiency and/or the sustainability of grant funding.

Case study: Livity

Livity was launched in 2001 as a socially responsible youth communications company, which aims to harness companies' marketing budgets for social good. They co-devise and implement marketing campaigns with young people and, crucially, offer them placements and training to carry out the work.

Livity's projects include running Live Magazine, originally a local authority run communications tool, to get messages out to young people. When Livity won the contract to run the magazine, they acted on their theory of co-creation – "if you're going to talk and listen to young people, then bring them into the heart of what you do". The magazine was handed over to young people to run, connecting them with a series of industry mentors to coach them. Today, 30 per cent of the young people Livity works with are disadvantaged, often NEETs, from across London.

Livity is a company limited by shares, with the Co-founders Sam and Michelle, the two shareholders. It is governed by an informal advisory structure that enables staff and the young people they work with to feed in. This is composed of a senior leadership team that meets once a month and annually to discuss strategic priorities, as well as an executive team operating in 'the middle of the company' that acts as a bridge between staff, young people and the senior leadership team.

Livity's estimated turnover for 2010-11 is £4million - 75% of their income is derived from commercial marketing work, 10% from apprenticeships and the rest from Live Magazine. They are aiming to change this so that marketing contracts account for 40%, apprenticeships, training and learning 25%, and Live Magazine makes up the remainder through increased advertising. The magazine has widely grown in popularity, with the young people involved in its production, editing and selling of advertising space.

When Sam and Michelle were thinking about raising the start-up finance needed, they worked out how much it would cost to run the business and set themselves the goal of generating this income within three months from client work. To get the business started, they also took out a high street bank loan, which seemed like the natural option because at the time they had not heard of social enterprise or social finance.

They had to persuade their bank manager about the viability of their idea and 'unusual' business model comprising social good. Their bank manager approved the loan when Sam and Michelle put up £10K of personal funding.

Sam recommends that new social enterprises try to rely on their profits as far as possible, and emphasises that organisations do not need to be immobilised by a lack of finance. Rather, he advises on being resourceful and entrepreneurial from the start, for example "by seeking a pro-bono desk or two from a bigger business or starting it in your bedroom".

Sam also says that new social enterprises should not seek investment or loans until they know what their working capital is and how long it will take them to achieve their growth goals, "they should first ask themselves whether or not they are profitable and sustainable because if not, an investor – mainstream or social – or a bank, will be reluctant to engage".

With regards to grant funding, Sam advises new social enterprises to "tread carefully... if your organisation has ambitions of growing, most grant funding comes with the opposite structures, limiting your flexibility and opportunities to be entrepreneurial".



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Social enterprises generate most of their money through trading, making goods and providing services that earn money. This means that money generated through the public sector will mostly be earned through contracts rather than given in grants.

Grants and contracts each have their own working culture, and transitioning between the two involves a change of mindset alongside an operational change. For example, one of the major differences between grants and contracts is that when you win a contract to deliver a service, if you are able to deliver the full service for less money than you are paid, you are not required to give the difference back. It can take time to get into the habit of thinking and working in this way.

There are lots of toolkits and guides available that can help you to decide whether bidding for contracts is right for your organisation, and if so, how to think through which contracts to bid for and how to go about writing your bids (see the resource glossary for details). There are also lots of ways to get involved in contracting beyond bidding directly to the procuring authority by yourself. For example, contracts are becoming larger in many areas of work, and you may find that some are too large for your organisation to bid for alone. In these circumstances, becoming a sub-contractor may be an option. Alternatively, working with like-minded organisations to form consortia bids is also worth exploring.

If you decide to bid to run a service, key things that procurement officers look for when awarding a contract include:

- **Sound finances** - procurement officers will look to award contracts to organisations with strong financial credentials, including a mixed income stream that is not wholly reliant on the contract in question, a set of accounts that is in order, and a good credit rating.

- **An understanding of local priorities** - demonstrating that you're familiar with the key priorities of the procuring authority and can articulate how as a service provider you can help meet this leads will strengthen your bid.

- **Track record** - it's important that you explain how you have already worked successfully with the particular client group the procurer is targeting, or how you have gained transferable expertise that will allow you to successfully deliver the service if you win the tender.

Remember that you don't have to start from scratch with pulling this information together - there is likely to be a lot of overlap between your business planning and the information you need to pull together for bidding for contracts. It's also important to speak to people locally and build relationships with procurement officers. This will help you to become familiar with the process, become better-informed about what contracts are coming up and understand what the procurement body's priorities are.

One of the characteristics of social enterprises is that because they take a holistic approach to service provision, they often deliver added social and environmental value above and beyond the terms of a contract. Added value is becoming better recognised by commissioners, so do include information on this in your bid.

'Best value' is the term used to explain how procurers must plan, deliver and improve services in an area and whilst best value is often taken to mean 'cheapest', the Department for Communities and Local Government has issued new guidance that explains best value should include consideration of added social and environmental value. There's also a bill going through parliament that hopes to make it compulsory to factor social value into public service procurement.

Case study: P3

P3 started as a small charity in 1972, providing homelessness services in the West Midlands. In 2002, Martin Kinsella came to post and saw the organisation could be transformed to widen its scope. Today, P3's key social purpose is to provide services for people who are socially excluded, at risk, and for 'people who display complex and chaotic behaviours'. These include direct action and outreach in communities, homelessness and support services, and alternative education for excluded young people. P3 has expanded and works in the East and West Midlands, and London.

The organisation is both a registered charity and a company limited by guarantee (CLG). A Board that oversees the organisation, with sub-groups for different areas such as development and finance, and a staff and service user's forum. P3's turnover today is around £9 million, and 85-90% of its income is derived from contracts to deliver public services. Its partners include numerous local authorities, schools, enterprise partnerships, the London Probation Trust and NHS Foundation Trusts.

Working with young people, P3 has contracts with schools for 'spot placements' to facilitate alternative education for excluded pupils. P3 also has contracts to place young people aged 16-25 in colleges through their 'navigator service' in Hillingdon. Martin emphasises that within these placements, P3 offers a whole range of youth services, including a gun and knife crime initiative and linkworker services to join up individuals' needs with the best local provision.

P3 has won many of these contracts through extensive "relationship building and our good reputation" having already run contracts for many years and acquired a good track record. Martin says that holding a "strategic dialogue regularly with those responsible for commissioning services, and being open to their new agendas and how best to deliver on those," is key to winning work.

P3 has also won contracts via open tender. Some of the challenges Martin highlights were knowing where to look for tenders in the first place, and then having sufficient capacity to undertake the Pre Qualification Questionnaire (PQQ) before constructing the actual bid.

4: Evaluating Impact

At tender-writing stage, he says “its crucial to demonstrate good value for money and an understanding of the agenda at hand”.

Martin advises that, throughout the process, social enterprises and other community organisations need to “work with what the system is and try to get as much information as possible about the tender, even if the requirements are predominantly tick-box”. He emphasises that even though the PQQ and tendering processes can be very linear and bureaucratic, organisations can still find strategic ways of engaging.

P3 has previously sought advice on tender writing from external consultants, who scored their tender submissions and provided critical feedback before they put their bids forward. Martin says this was worth the money and advises other organisations to do the same if they can afford it, especially if what they are offering responds to a new agenda and presents a new service model.

Martin warns that social enterprises need to be realistic when seeking to win public contracts. Firstly, they need to assess if they have the time and expertise to write the tender on their own or whether they need consultancy support, and secondly, if they have the capacity to deliver the project to all its requirements. And lastly, they need to be absolutely clear on their reasons for pursuing the contract - “they must be really clear about how it fits with their organisation”.

Social enterprises should not attempt to bid for too many contracts at once, but rather focus on doing a select few to a very high standard. Martin also believes that newer organisations should be sure they’re getting the money they deserve to deliver a particular service - “they should never under-value themselves”.

Many voluntary organisations and social enterprises are keen to show the difference they make to people’s lives, but don’t know where to start. Difficulties range from the challenge of measuring social outcomes, to accessing data and having the resources to collect it, and choosing between the large range of impact measurement tools on offer.

Increasingly, however, consumers including businesses and the public sector are making purchasing and investment decisions that are not based solely on costs and financial return. In order to help you communicate your USP to your consumers and investors, as well to improve your transparency and accountability to your stakeholders, it’s important to have a robust body of evidence that demonstrates the impact of your work.

Financial accounting has long been used in business as a reporting and planning tool. Social impact measurement tools enable you to do the same for social and environmental outcomes. As a first step, it’s helpful to keep a simple record of what you achieve as you go, including things like monitoring how many people come through your doors, recording the feedback your stakeholders give you through evaluation forms, comments books and testimonials, taking photos and filing press coverage of your activities.

Beyond this, there are a wide range of social reporting tools on offer, and you’ll need to find one that suits the size of your organisation and the type of work you do. Generally these tools fall into one of the two following categories:

Social and environmental accounting and auditing, or triple bottom-line accounting, is the process of collecting information about the activities an organisation carries out and their effects for its stakeholders, and evaluating these against the organisation’s stated values. The process involves 3 steps - clarifying your mission and values, collecting and analysing data over time, and reporting these findings for external review.

It aims to improve accountability to stakeholders both internal and external to the organisation, and help the organisation to examine its performance against its mission.

Social accounting is generally considered to be less resource intensive than SROI tools (see below), but can be time-consuming if the organisation doesn't have an up-to-date strategic plan in place.

Social Return on Investment (SROI) tools aim to measure and account for a broad concept of value created by an activity or an organisation. SROI builds upon the logic of cost-benefit analysis and is based on a set of principles that are applied within a framework. It accounts for stakeholders' views of impact, and the standardised version of the tool developed by the SROI Network puts financial 'proxy' values on all those impacts identified by stakeholders which do not typically have market values.

SROI is explicitly designed to inform the practical decision-making of enterprise managers and investors focused on optimising their social impact. If an organisation does not have an existing social accounting system, SROI may be more time intensive than other reporting tools. It is most easily used when an organisation is already measuring the direct and longer-term results of its work with people or the environment.

Networks have been set up to support and share information on both types of tools, so for more information they're good places to start:

- **The Social Audit Network:** socialauditnetwork.org.uk
- **The SROI Network:** www.thesroinetwork.org

Case study: London Early Years Foundation

Originally set up in 1903 to deal with the health needs of mothers, babies and children, the London Early Years Foundation (LEYF) has grown considerably in scope and today provides community nurseries for families from diverse backgrounds. LEYF's CEO, June O'Sullivan, is passionate about ensuring that children from all social backgrounds are cared for and educated to the highest standard. Across the UK, children from poorer backgrounds continue to receive lower quality childcare and in June's experience the social enterprise model is designed to give all the children the best possible experience.

With an annual turnover of £8.5 million, LEYF is funded largely by parental fees, which vary depending on the family's financial position. LEYF also has contracts to run nursery services for local authorities, colleges and even the House of Commons. The organisation has 23 nurseries across five London boroughs and is currently developing a social franchise model to grow the business further.

While LEYF is registered as a company limited by guarantee, it began its life as a charity and has retained a charitable governance structure to help ensure accountability. LEYF's 350-strong staff team participate in decision-making through a staff forum, working groups and 'sounding boards', just some of the ways they are encouraged to voice their views.

LEYF undertook a rigorous evaluation of its social impact in 2010: "We wanted to justify our unique way of working and understand as well as show how this benefits children from diverse backgrounds," says June.

Internally, the evaluation was intended to help staff understand the impact of their work and reinforce the importance of delivering a high quality service while showing the real difference they were making to the lives of children and their families. Externally, evaluating impact was seen as a crucial means of proving their worth to potential commissioners and demonstrating that LEYF was able not only to compete on the same level as other good-quality established nurseries, but actually offered a 'social premium' over and above.

Before starting the evaluation, LEYF researched the different ways of measuring impact. This enabled June and her team to gain an in-depth understanding of the options available and to put together a rigorous brief for the consultancy they contracted.

LEYF commissioned an external consultancy to undertake an evaluation process designed to measure their social return on investment. The evaluation was designed to take account of 'more than just the numbers', and included qualitative measurements such as the nursery environment, the power of relationships and the outcomes of social mixing between children from different backgrounds - a crucial element of LEYF's approach. LEYF chose to benchmark against an Ofsted rated good local nursery as a fair and robust starting point. The methods of evaluation included staff and parents participating in numerous focus groups, telephone interviews and questionnaires, making the process very 'hands-on' across the organisation.

June says there were some challenges along the way, the biggest of which was 'knowing where to draw the line' when agreeing benchmark criteria given the many different indicators of high quality childcare. Another challenge was keeping the evaluation 'live', i.e. something everyone could identify with and learn from. Nevertheless, the final report clearly demonstrated LEYF's competency in delivering added social value. More generally, June says the report confirmed the need to be "doing more of the same" and has galvanized her into broadening the growth strategy.



'All rights reserved London Early Years Foundation

The evaluation also highlighted the importance of integrating outcome and impact measures into each new project.

June gives the following advice to other organisations wanting to evaluate their impact: "If you can afford it, it is important to facilitate this externally. Use an external agency, which can be balanced and objective because you don't always see yourself the way others do. And take the process seriously because it's something that will ultimately benefit the organisation and your staff".

She emphasises the importance of the organisation itself being involved from start to finish in shaping the evaluation, thinking beyond "inputs and outputs alone" to broader outcomes and what the organisation was truly set up to achieve. June says, "What is critical is that evaluation helps the organisation demonstrate how it can achieve its mission. At LEYF we want to build a better future for London's children and every step of the evaluation process was done to help us understand what needs to be done to help us achieve that".

General information on social enterprise

Social Enterprise Explained, Social Enterprise UK 2011

www.socialenterprise.org.uk/advice-support/resources/social-enterprise-explained

Enjoy what you do: work in a social enterprise, Social Enterprise UK

2011 www.socialenterprise.org.uk/advice-support/resources/enjoy-what-you-work-social-enterprise

Fightback Britain: A report on the State of Social Enterprise Survey 2011, Social Enterprise UK 2011

www.socialenterprise.org.uk/advice-support/resources/fightback-britain-report-the-state-social-enterprise-survey-2011

Right to Run, Social Enterprise UK 2011

www.socialenterprise.org.uk/advice-support/resources/right-run

Tip sheet: How to go about starting up a social enterprise, Social Enterprise UK 2011

www.socialenterprise.org.uk/advice-support/resources/social-enterprise-tip-sheet-how-about-starting-social-enterprise

Time for social enterprise, Social Enterprise UK 2011

www.socialenterprise.org.uk/advice-support/resources/time-for-social-enterprise

Case studies

Online social enterprise children and young people's network

www.socialenterprise.org.uk/advice-support/children-and-young-people-social-enterprise-network

Business support

Growing social enterprise: Research into social replication, Social Enterprise UK 2011

www.socialenterprise.org.uk/advice-support/resources/growing-social-enterprise-research-into-social-replication

Information sheet on business plans, Community Matters

http://communitymatters.org.uk/resources_details.aspx?ResourceId=197&Keyword=&SubjectID=0&LevelID=0&ResourceTypeID=1&SuggestedUseID=0

Knowledge cards: Scaling Up, Social Enterprise UK 2011

www.socialenterprise.org.uk/advice-support/resources/social-enterprise-knowledge-card-scaling

Accessing Finance

Financial rules – specimen document, Community Matters

http://communitymatters.org.uk/resources_details.aspx?ResourceId=252&Keyword=&SubjectID=0&LevelID=0&ResourceTypeID=1&SuggestedUseID=0

Information sheet on an introduction to finance and funding, Community Matters

http://communitymatters.org.uk/resources_details.aspx?ResourceId=243&Keyword=&SubjectID=0&LevelID=0&ResourceTypeID=1&SuggestedUseID=0

Information sheet on looking after your money, Community Matters

http://communitymatters.org.uk/resources_details.aspx?ResourceId=244&Keyword=&SubjectID=0&LevelID=0&ResourceTypeID=1&SuggestedUseID=0

Sustainable funding, Children England www.childrenengland.org.uk/previousprogrammingsupportingsmallorganisations/750

Winning contracts

A beginner's guide to commissioning, NAVCA

www.navca.org.uk/publications/beginnersguide

At your bidding, NAVCA

www.navca.org.uk/publications/atyourbidding

Commissioning and the Community Sector, Kindle partnership

www.communitymatters.org.uk/resources_details.aspx?ResourceId=117&Keyword=&SubjectID=0&LevelID=0&ResourceTypeID=11&SuggestedUseID=0

Information sheet on procurement and commissioning, Community Matters

http://communitymatters.org.uk/resources_details.aspx?ResourceId=228&Keyword=&SubjectID=0&LevelID=0&ResourceTypeID=11&SuggestedUseID=0

Love your tender, Children England

www.childrenengland.org.uk/previousprogrammingsupportingsmallorganisations/750

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Overarching Strategic Partnership

This guide has been produced under a programme of work designed to share and support best practice social enterprise models among organisations providing children and young people's services.

Funded by the Department for Education, the Overarching Strategic Partnership is being led by Children England, and delivered in partnership with Community Matters, NCVYS, NAVCA, The Race Equality Foundation and Social Enterprise UK.

More information for children and young people's organisations interested in starting-up, growing or moving to a social enterprise model or can be found on the Social Enterprise UK website.



Social Enterprise UK

We are the national body for social enterprise. We are a membership organisation. We offer business support, do research, develop policy, campaign, build networks, share knowledge and understanding, and raise awareness of social enterprise and what it can achieve. We also provide training and consultancy and develop bespoke business and information packages for clients of all kinds.

Our members come from across the social enterprise movement – from local grass-roots organisations to multi-million pound businesses, as well as the private and public sectors. Together with our members we are the voice for social enterprise.

We believe that social enterprise is our best chance of creating a fairer world and protecting the planet

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