

Voluntary and Community Action

Social Enterprise Resources

Funding Resource Sheet No.1

October 2008

This resource sheet complements our own Funding Information Sheet that introduces local voluntary organisations and community groups to Social Enterprise. It lists the different resources available for developing social enterprises. Where the reports are available online, we have given the direct link, if not, we do have a copy in our resource library.

Funding Information Sheets

The Funding Advice Service has produced a series of Funding Information Sheets on:

- the different types of grants available
- good practice when applying for funding
- sustainable fundraising

These can be downloaded from our website or by contacting our offices.



Introduction to Social Enterprise

The term 'Social Enterprise' is attracting a lot of attention in recent times. But with its increasing popularity has come less certainty about what exactly a social enterprise is and does. The purpose of this information sheet is to introduce the subject of 'Social Enterprise', to help those who are completely new to the concept get an understanding of the values associated with the term as well as those considering whether or not to become (further) involved.

Voluntary and Community Action, 2007.

<http://www.voluntaryworks.org.uk/action-centralbeds/documents/IntroductiontoSocialEnterprise.pdf>

Introducing Social Enterprise

A more detailed publication providing an introduction to the many forms of social enterprises, including: Co-operatives; Social firms; Employee ownership; Credit unions; Development trusts association; Community Businesses; Social Businesses; and Intermediate Labour Market Companies

Social Enterprise London, 2001.

A Guide to Writing a Business Plan

A business plan is needed because it enables you to focus on the way in which you see your business developing. This report explains step by step the process of writing a business plan.

Elect, available online:

www.sustainable-enterprise.org.uk/documents/business_plan_guide.pdf

Social Enterprise: Organisational Development Issues

This publication is designed for business advisers and professionals who are new to working with social enterprises, as well as people intending to start this form of business. It aims to raise the level of understanding of the organisational issues involved in developing a social enterprise, thus helping the sector to prosper.

Social Enterprise London, 2001.



Social Enterprise Magazine

Social Enterprise, now in its sixth year, was the UK's first monthly magazine devoted to providing accessible, comprehensive news and practical help for everyone interested in social enterprise.

CAN and New Start Publishing Ltd, 2007, available online: <http://www.socialenterprisemag.co.uk/homepage.asp>

Social & Community Enterprise and the Future of Village & Community Halls

This publication is aimed at those who manage, fund or support village and community halls and those who work with them to ensure the facilities are both adequately resourced and serve their communities well. It covers the legal status and explores the potential for enterprise whilst remaining a charity and other issues to consider.

ACRE, 2004. www.acre.org.uk/

Toward a Better Understanding of Social Entrepreneurship: Some important distinctions

"Social entrepreneurship" is one of the most misunderstood phrases in the non-profit sector today. Everybody, it seems, has a different definition of what it means.

This report attempts to bring some clarity to the discussion. The authors perspective has been shaped by 50 years of experience in the field, one as the head of a national consulting firm and the other as the CEO of a \$15 million social enterprise.

Boschee, Jerr and McClurg, Jim, 2003, available online: http://www.se-alliance.org/better_understanding.pdf

Definitions of the Different Types of Social Enterprises

This leaflet contains information of different types of social enterprises. It covers clubhouses, community businesses and local LETS to give but a few.

Social Enterprise Edinburgh.

Social Enterprise - Strategy for Success

This book covers an introduction to social enterprise and also explains how to make social enterprises better businesses. It also covers any challenges you may meet and strivers to establish the value of social enterprise.

DTI, 2002, available online: http://www.cabinetoffice.gov.uk/upload/assets/www.cabinetoffice.gov.uk/third_sector/se_strategy_2002.pdf

Starting Point Guide

This Starting Point Guide is designed to encourage those people considering setting up a social enterprise and established social enterprises, to best utilise the abundance of resources that are available to support and develop their organisation. It is also aimed at voluntary organisations in the process of transforming and becoming a social enterprise and social entrepreneurs.

London Social Economy Taskforce, available online: <http://www.sel.org.uk/docs/StartingPoint.pdf>

Routes to Enterprise for the Third Sector

This magazine has many different articles including speeches from a 2006 conference *What's in a name? Social enterprise versus charity*. Issues covered include: business support; organisational development; governance with a legal perspective; and trustees.

Acevo, <http://www.socialenterprisemag.co.uk/upload/documents/document26.pdf>

Social Enterprise Journal

The Social Enterprise Journal offers the very latest thinking from leading social enterprise specialists and is a fantastic resource for anyone looking to develop a deeper understanding of the complex issues associated with social enterprise.

Social Enterprise London, available online: <http://www.sel.org.uk/journal.html>

Tendering for Government Contracts - a Guide for Small Businesses

If you work in a small business, this booklet aims to help you in three ways. Firstly it will tell you about where to find opportunities within the public sector. Secondly it will explain how you can bid for work. Thirdly, it will advise you of the further contacts you may need to make.

Business Link, http://events.gosouthgo.co.uk/downloads/11/Supplying_Government_-_a_guide.pdf

The Rise of the Social Entrepreneur

This book explores the value of social entrepreneurs with stories of five successful entrepreneurs and their organisations. It looks at the qualities, skills and values it takes to be a social entrepreneur and public policy issues such as how to create more successful social entrepreneurs.

Demos, available online: www.demos.co.uk/files/theriseofthesocialentrepreneur.pdf

Introduction to Funding and Finance for the Voluntary and Community Sector

This guide provides an overview of the information contained in the Introductory Pack on Funding and Finance and accompanying Toolkit for Funding Advisors. These resources were commissioned from NCVO's Sustainable Funding Project by the Finance Hub. The resources aim to provide VCOs with practical information, support and guidance to help them in their search for long-term financial sustainability.

NCVO, available online: http://www.financehub.org.uk/uploads/documents/fh_introducing_funding_finance_miniguide_May_07_46.pdf

From Asking to Earning - Experiences of Trading

In March 2004, seven organisations from the south west of England embarked on a 12 month journey. The journey was undertaken as part of a pilot project that would explore the issues and challenges faced by voluntary and community organisations looking to generate income through trading goods and services.

NCVO, 2005, available online: [http://www.ncvo-vol.org.uk/asp/uploads/uploadedfiles/3/767/asking%20to%20earning%20sw%20pilot%20project%20\(rise,%20october%202005%20-%203.5mb\).pdf](http://www.ncvo-vol.org.uk/asp/uploads/uploadedfiles/3/767/asking%20to%20earning%20sw%20pilot%20project%20(rise,%20october%202005%20-%203.5mb).pdf)

Trading Up - Social Enterprise Toolkit

Trading Up offers hints and tips on business planning, gives direction on social auditing, highlights information on finance and funding, sets out key legal structures, points to the importance of marketing and a great deal more. You can register for a CD-ROM resource.

NYFVO, available online: <http://www.nyfvo.org.uk/socialenterprise/support.shtml>

A What Enterprise?

This book explains what a social enterprise is and how to set one up. It also explains future potential for social enterprises procurement.

DECODA, available online: <http://www.decoda.org/images/Decoda%20book.pdf>

Social Enterprise in Primary and Community Care

In this pamphlet Patricia Hewitt, Secretary of State for Health sets out her vision for the future role of the sector – where social enterprises are delivering transformational change and new solutions in every area of primary and community care. She also recognises the need for support to assist new entrants and, crucially, makes a commitment to improving the commissioning process and tackling barriers. It recognises the benefits of the third sector in health and social care.

Social Enterprise Coalition, 2006, available online: http://www.socialenterprise.org.uk/documents/socialenterprise_primary_community_care.pdf

Social Enterprise Planning

The core aim of a social enterprise is social and not commercial. Therefore, business planning only tells half the story and for that reason it is of limited value to a social enterprise. This paper tackles this issue by suggesting an outline for a Social Enterprise Plan that fuses the important elements of a business plan to the requirements of social accounting and audit.

Available online: <http://www.cbs-network.org.uk/SocialEnterprisePlanning-170406.pdf>

Is It A Good Idea? A Guide for Charities Considering New Social Enterprise Activity

Are you involved with a charity considering new social enterprise activities? If so, this guide will help you decide whether your social enterprise idea is a good one for your organisation. It emerged from the S.A.G.E. project run by Cass which provided pre-consultancy support to 19 organisations in London who were considering developing their social enterprise ideas.

Cass Business School, 2006, available online: http://www.centreforcharityeffectiveness.org/pdf_files/socialenterprise-goodidea.pdf

The Social Enterprise People

This folder contains a book on Social Enterprise in Cambridgeshire (In this research, they focussed on the aspects of social enterprises that make them a special case in economic development, principally their origins and their ways of working). It also contains leaflets on:

- The Knowledge Bank
- Business Development
- Cambridgeshire and Peterborough Social Enterprise Network
- Social Enterprise Feasibility Study Programme.

The Social Enterprise People, [http:// www.thesocialenterprisepeople.co.uk/](http://www.thesocialenterprisepeople.co.uk/)

There's More to Business: a Manifesto for Social Enterprise

This book has different sections, the first being solutions for public services (childcare, health and social care) and thriving communities. The second is creating entrepreneurial opportunities in education and incentives to work. The third is supporting growth in valuing public benefit, finance, public procurement, business support, skills and training.

Social Enterprise Coalition, available online: http://www.socialenterprise.org.uk/documents/SEC_manifesto_lr.pdf

Social Enterprise Action Plan: Scaling New Heights

The Government believes social enterprise has a key role to play in achieving many of its goals, including overcoming social injustice and exclusion. This book explains why social enterprise matters and it also has an action plan for growth. It contains case studies on development trusts, community enterprises, housing associations, football supporters' trusts, social firms, leisure trusts and co-operatives.

Cabinet Office, 2006, available online: [http:// www.cabinetoffice.gov.uk/upload/assets/www.cabinetoffice.gov.uk/third_sector/se_action_plan_2006.pdf](http://www.cabinetoffice.gov.uk/upload/assets/www.cabinetoffice.gov.uk/third_sector/se_action_plan_2006.pdf)

Social Enterprise - Community Matters

This leaflet explains the definitions of a social enterprise and also lists some resources.

Community Matters, [http:// www.communitymatters.org.uk](http://www.communitymatters.org.uk)

Participations in Governance - Case Study Examples

This publication brings together a range of case study examples from the social economy sector, some of which are co-operatives, to demonstrate the creativity and enthusiasm for participatory governance that exists amongst a range of organisations. The case studies cover a range of legal forms and organisational types and serve to highlight the varied approaches and techniques applied by different organisations wishing to actively involve members in decision-making processes.

Governance & Participation, 2004

Social Enterprise Organisational Structures: Towards a Development Methodology

This book covers organisational structure and development methodology in working towards a social enterprise. It contains different tables on emerging social firms including co-operative social firms and emerging co-operatives.

Cox, Geoff, available online: [http:// www.lsbu.ac.uk/bcim/cgcm/conferences/serc/2006/speakers/cox-serc-2006.pdf](http://www.lsbu.ac.uk/bcim/cgcm/conferences/serc/2006/speakers/cox-serc-2006.pdf)

How to Finance Your Social Enterprise

This leaflet explains where you can get the right kind of finance for your social enterprise, including, loans, grants and capital investment and it also has other services or sources of finance. As with any other business, the right kind of finance is crucial to the success of social enterprises at every stage of their development. As start-ups, social enterprises may need capital to purchase equipment or to obtain premises. Once established, extra money may be required to allow for expansion of the business or for a move into new markets.

Social Enterprise London, <http://www.sel.org.uk/>

Resources Quality & Impact Toolkit for Social Enterprise 3

This book provides you with the basics of measuring the outcomes and impacts of your work and can help you develop your own indicators. You'll find some useful concepts and practical research techniques to help you to identify and measure the social, economic and environmental value your organisation creates.

NEF, www.proveandimprove.org/pdfs/pdf_03_resources.pdf

Enterprise for All: Progressing the Agenda

The Comprehensive Spending Review and current and on-going changes to publicly-funded business support, provide an excellent opportunity to ensure that 'Enterprise for All' is achieved. This report reviews the evidence which shows why it is important to support 'Enterprise for All', the difficulties in achieving this goal and the appropriate role of government. The authors believe that, through meeting diverse client needs, enterprise culture and take-up of all kinds of business support – public, private or third sector – by disadvantaged and under-represented people, groups and areas, will increase. As a result, they believe that the economic, as well as the broader personal and social, impacts of ensuring 'Enterprise for All' will be better met.

Westall, Andrea, available online: <http://www.prowess.org.uk/documents/EnterpriseforAllCoalitionReportFinal.pdf>

Welcoming Social Enterprise Into Health and Social Care

This resource pack explains about setting up and financing for social enterprise in healthcare. It explains regulation and standards of care, and how PCTs and other commissioners can contract your services.

Dept of Health, 2007, <http://www.dh.gov.uk/en/index.htm>

A Business Planning Guide to Developing a Social Enterprise

This book takes you through the journey of setting up a social enterprise, including motivation, preparation, assessment, testing your idea, exploration and business planning.

Starting a social enterprise can be challenging, rewarding, stimulating and scary. The authors have used their own experience, and the experience of others, in running businesses with equal financial, social and environmental aims to map out a route for you. They hope that you will benefit from their experience, avoid the pitfalls and achieve your goal to establish a successful social enterprise.

Fourth Sector Development, available online: http://www.forthsector.org.uk/docs/New_BusPlanGuide.pdf

Creating a Social Enterprise Business Plan

A slide show presentation listing the essential elements of producing a social enterprise business plan: problem and opportunity; mission; theory of change; solution; team; growth strategy; measuring results; competition; risks; and financial plan.

Childress, Stacey, 2006, available online: <http://www.hbs.edu/socialenterprise/pdf/creatinganSEbplan.pdf>

Reports specific to Bedfordshire and Luton

Social What? Defining and Mapping the Characteristics of Social Enterprise in Bedfordshire

This report has been prepared for Bedfordshire County Council Enterprise and Regeneration Directorate on behalf of the Countywide Partnership for Bedfordshire by Voluntary and Community Action, in association with CVS Mid and North Bedfordshire. It supports work being undertaken as part of the Bedfordshire Local Area Agreement to baseline and increase the number of identified social enterprises created and other organisations growing social enterprise activity; focussing, in particular, on the scope for increasing social enterprise activity from within the voluntary and community sector. This work complements that being undertaken by the Bedfordshire & Luton Social Enterprise Network (BSEN) to map identified social enterprises.

Voluntary and Community Action, 2007, available online: <http://www.voluntaryworks.org.uk/action-southbeds/documents/CharacteristicsofSocialEnterpriseFinalReport.pdf>

Social Enterprise and Public Sector Procurement

This report, commissioned by the Bedfordshire & Luton VCS Consortium and funded through ChangeUp, provides an overview of the issues and obstacles, as well as ideas for development in the arena of social enterprise.

Community Renewal, 2005, available online: <http://www.voluntaryworks.org.uk/Portal/documents/SocialEnterprisePublicSectorProcurement.pdf>

Climbing the Ladder: Step By Step Finance for Social Enterprise

No matter how good the business idea or how worthwhile the work being undertaken, if the money isn't there when it's needed then the social enterprise will flounder and fail.

So the first question for each new social enterprise naturally enough is: Where do we look for the money we need? The answer could be this booklet. As you will discover as you read on, social enterprises in London now have a growing number of places to turn for help in their search for finance. In fact, if the idea is a viable one, then it's more than likely that - out there somewhere - will be the finance that is needed, ready to be invested.

*Bibby, Andrew, Social Enterprise London, available online:
<http://www.smithmartinpartnership.com/downloads/StepbyStepFinanceforSocialEnterprise.pdf>*

Village Hall Briefing Paper - Social and Community Enterprise: What Does This Mean for You?

This report explains the government perspective and legal status of village halls and community buildings.

ACRE, www.acre.org.uk

Useful websites:

**Office of the Third Sector
 Social Enterprise Unit**
[www.cabinetoffice.gov.uk/
 third_sector/social_enterprise.aspx](http://www.cabinetoffice.gov.uk/third_sector/social_enterprise.aspx)

The Social Enterprise Coalition
www.socialenterprise.org.uk

**Social Enterprise East of
 England**
www.socialenterprise-east.org.uk

**Bedfordshire & Luton Social
 Enterprise Network (BSEN)**
www.bsen.org

Social Enterprise London
www.sel.org.uk

Business Link
www.businesslink.gov.uk
*(search for "social enterprise" for
 specific materials)*

Social Enterprise Magazine
www.socialenterprisemag.co.uk/

**Community Action
 Network (CAN)**
www.can-online.org.uk/index.php



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How can our Funding Advice Service help?

Help and support on issues mentioned in this information sheet is available from Voluntary and Community Action.

If you want to know more, want further information or interested in exploring social enterprise activities, please contact our Funding Adviser on 01525 850559 for further help.