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Havering ChangeUp – Social Enterprise Business Support in Havering

1. EXECUTIVE SUMMARY

This report forms part of overall research that supports Havering's Infrastructure Development Plan. The Havering Infrastructure Development Plan has been put together in response to the Government's Change-Up agenda which aims to improve the infrastructure of the voluntary and community sector.

In particular, this report focuses on the findings of a survey into business support provision for Havering's social economy sector and looks at best practice business support for the sector. The survey included a sample survey of postal and telephone interviews based upon the following:

- Where do organisations currently access business support
- Which business sector their organisations fits with
- What skills they currently have and what skills they felt were need to take forward their business idea

This research represents a first step towards improving the understanding of business support availability for Havering's social enterprise sector. It also looks at the development needs of the community and voluntary sector and the shift away from time-based income (grant income) to income generation.

Section 2 outlines the way in which the research was conducted and structured.

Section 3 provides information on the development of social enterprise, and identifies the issues facing the development of the sector

Section 4 illustrates the provision of specific business support currently available to community and voluntary organisations that want to be more entrepreneurial. It also identifies specific SE growth sectors .

Section 5 outlines the specific social enterprise business support available to the community and voluntary sector within the borough's of Barking & Dagenham and Redbridge

Section 6 looks at innovative ways in which business support to the social economy sector can be delivered

Section 7 analyses key findings from the survey and research, and considers alternative ways to support the development of the sector

Section 8 offers a brief synopsis of the quality mechanisms that the sector will need to consider when engaging with partners and contractors in the future

Section 9 is the final section. It outlines key areas of development for the sustainability of community and voluntary sector organisations and suggests that social enterprise is the preferred option

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2. INTRODUCTION

A Rationale for Report

The Social Economy Support Unit was commissioned by Havering Change-Up Steering Group to undertake research into Social Enterprise business support in Havering and identify best practice examples of developing social economy sectors. Alongside this work, there is a requirement to outline in brief the type of social enterprises business support in the London Boroughs of Barking & Dagenham and Redbridge.

B Report Objectives

This report aims to identify current business support to the social economy sector in Havering, and highlight future areas of development across the sub region. It seeks to map the types of specific business support available to the social economy sector, which includes those in the Community and Voluntary Sector (CVS) undertaking income generating activities. It looks at support organisations that are delivering on-going capacity building and time-based projects, as well as other social enterprise stakeholders who deliver generic training.

This piece of work also identifies sectors in each of the boroughs of LBBD, Redbridge & LBH where social enterprises from within the CVS could flourish.

C Methodology and Approach

The study identifies social economy business support providers across the three borough's. It establishes a list of best practice examples, undertakes a sample customer survey and includes findings from desk-based research.

D Report Structure

The report consists of a further eight sections which introduce, consider, compares, identify and recommend the impact of the social economy agenda, and the future development of the CVS

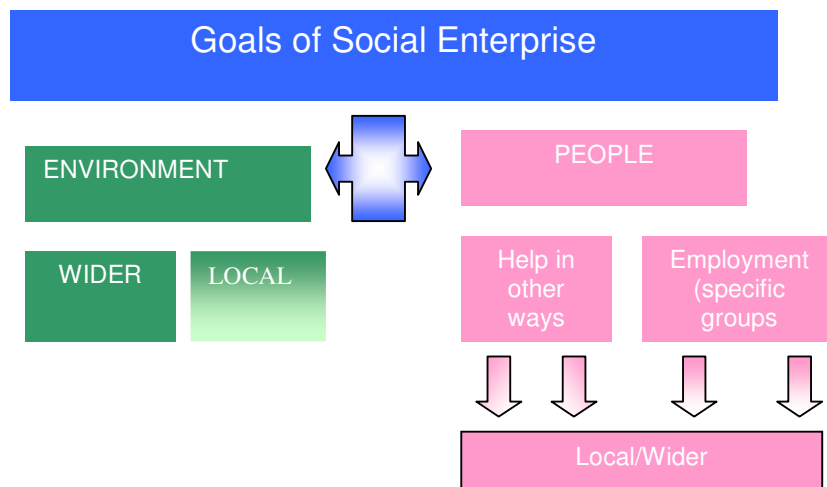
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3. SOCIAL ENTERPRISE BACKGROUND

The social economy sector is relatively new in the UK. During its previous term the Government established the Social Enterprise Unit (2001) and subsequently produced a national strategy document¹. Four years later and the sector continues to grow both in size and profile. It now has a national body in the Social Enterprise Coalition and in July 2005 saw the launch of the Community Interest Company, a new legal format specifically designed for social enterprises.

By 2005, 'social enterprise' and the term 'social economy' have become familiar terms for those working in the community sector – although different interpretations of the term can cause confusion, both to the public and those within the sector itself.

Social enterprises can play a key role in the promotion of social inclusion; they bring goods and services into areas where others may not want, or be able to operate. By doing this they help to encourage sustainable economic activity, not only as potential employers, but also as customers. This in turn improves the economic and social infrastructure of an area, making it more attractive for people to live there. They provide employment and training opportunities in supportive business environments for hard to reach groups that mainstream businesses cannot. The way in which social enterprises operate are complex and multi-layered. There is often an overlap between social enterprises who seek to help people and those who seek to help the environment, and between those whose activities are locally focused and those with special interest groups at the heart of their aims.



Key factor's the role that social enterprises can play in empowering individuals and communities, encouraging the development of work habits and increasing employment diversity. Social enterprises are diverse, and tackle a wide range of social and environmental issues and operate in all parts of the economy.

¹ Social Enterprise – a Strategy for Success' 2002

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They provide a mechanism for bringing traditional disadvantaged groups into the labour market.

The valuable role that social enterprises can play in fulfilling gaps in services for local communities has not yet been fully captured in Havering or other boroughs. Successful social enterprises can play an important part in delivering many of the Governments key policy issues by:

- Contributing to social inclusion wealth creation
- Helping to deliver an inclusive society and active citizenship
- Enabling individuals and communities to work towards regenerating their local communities.

Like any other business, a social enterprise needs access to quality, targeted business advice and training. Specific business support packages that encourage potential entrepreneurs from deprived areas, who have a marketable business idea, need to be developed. Packages would include mechanisms for individuals to identify the skills they need to turn their idea into a sustainable enterprise and would also identify skills development providers.

CVS organisations often rely on public grants from local or national authorities that can be subject to political uncertainty or statutory budget changes. Dependency on external funding organisations like the Big Lottery Fund can cause instability and the need to continually seek new funding. Skills and resources must be provided for those community and voluntary organisations to become more competitive and to secure tenders and contracts that help them become more economically sustainable.

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4. SOCIAL ENTERPRISE BUSINESS SUPPORT IN HAVERING

Havering has a relatively stable level of population of 224, 200². The borough is located on the north east boundary of Greater London and covering some 43 square miles of land, half of which is in green belt. It is the third largest London borough³. To the north and east the borough is bordered by the Essex countryside, to the south by a three mile River Thames frontage, and to the west by the neighbouring boroughs of Redbridge and Barking & Dagenham.

The Havering Strategic Partnership published 'Social Enterprise – The Way Forward' in 2003 after extensive consultation in the borough. The report highlighted the need for specialist support for social enterprises and to raise awareness of social enterprise within potential contracting organisations and the wider public. The Social Economy Support Unit (SESU) was established to address these needs within the borough.

SESU's ethos is to maximise the potential of new and emerging social enterprises by providing them with the support and resources to help them develop. It offers organisations in the social economy sector a first port of call for high quality business advice tailored to the needs of social enterprise organisations. In the London Borough of Havering the development of SESU has facilitated the growth of local social economy organisations. The supportive environment for social enterprise created by Government policy promises continued growth within the sector over the coming years. National findings⁴ indicate that social enterprises were not accessing mainstream business support, and that there was a need for ongoing support for social enterprises, not just at start-up but through all the different development stages.

Apart from SESU, there is no other locally based specialist social economy support organisations in the London Borough of Havering, Barking and Dagenham or Redbridge. Mainstream business support is available through Business Link for London and other advice agencies, and support for voluntary and community sector organisations is provided by the CVS umbrella bodies within each of these boroughs.

In Havering, there is a strong, but relatively new community and voluntary sector served by the Havering Association of Voluntary and Community Organisations (HAVCO) who effectively develop and maintain links with a wide range of voluntary and community organisations. These include user organisations and those representing the diverse communities that exist within the area. In addition HAVCO's task is to promote cross-sector relationships including those with the relevant local authority departments, the health authority and other public agencies working in Havering.

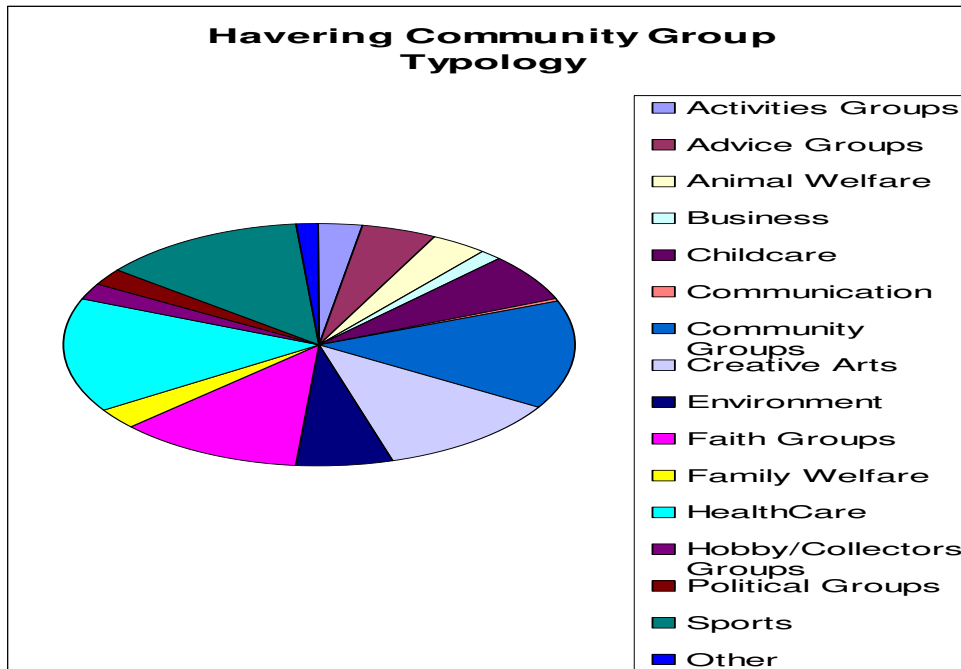
² Office for National Statistics (ONS), Mid-year estimate of population for Havering 2002. Crown Copyright

³ ONS 2001 census key statistics table KS01. Area is on census day 29 April 2001. Crown Copyright

⁴ Mapping social enterprises – DTI 2003

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There are 665⁵ community and voluntary organisations across Havering, 350⁶ are currently members of HAVCO. These organisations cover a diverse range of sectors as the chart below indicates.



Partnerships with HAVCO have enabled organisations to benefit from a joint referral system that provides the sector with access to generic and specialist advice and support. Within Redbridge and Barking & Dagenham the CVS are the support umbrella bodies to the community and voluntary sector.

Social enterprises often emerge from voluntary and community organisations that are not familiar with business concepts such as marketing and publicity, managing risk, business planning and financial management.

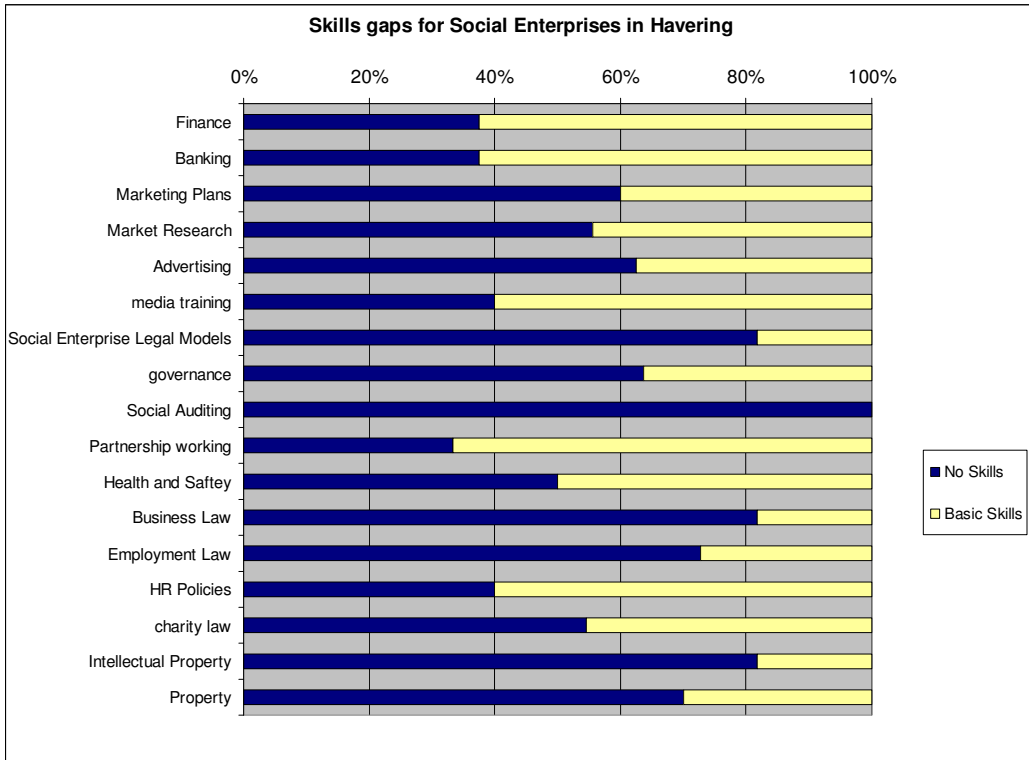
There are a number of training providers that deliver capacity training packages⁷ in Havering. However, it can be seen from the chart below that aspiring and existing social enterprises require specialist training provision.

⁵ London Libraries Consortium Community Information database

⁶ HAVCO

⁷ Appendices 1

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5. SOCIAL ENTERPRISE BUSINESS SUPPORT IN THE LONDON BOROUGHS OF BARKING & DAGENHAM AND REDBRIDGE

Social Economy support is not new to London Borough Barking and Dagenham (LBBDD). They have a part funded LDA² project until March 2006. This project focused on enhancing the ability of the CVS to develop social enterprises, however recommendations for the future support in this area highlight the need to further develop the capacity of the CVS within LBBDD and provide specialist social enterprise business support.

In the London Borough of Redbridge however, there is little or no involvement in supporting the development of social enterprises. There is real opportunity and scope to develop the support infrastructure around specific social enterprise support, especially within the BME community with over 36.5%⁸ defining themselves as a minority ethnic person.

Apart from SESU, there are no other local support organisations within the London Borough of Havering and its neighbouring boroughs that are able to provide support specifically tailored to the needs of social economy organisations. Support for voluntary and community sector organisations in Havering is provided by HAVCO, and within Redbridge and Barking & Dagenham the CVS are the support umbrella bodies to the community and voluntary sector.

6. BEST PRACTICES BUSINESS SUPPORT EXAMPLES

Best practice business support examples have been identified to illustrate the innovative and exciting ways in which social enterprises can be supported. Examples have been chosen for their varied nature and to demonstrate the diversity of the sector. The examples are not intended to provide an exhaustive list, but seek to offer compact selection of stimulating best practice examples permissible within the scope of the brief. The examples include:

- SESU, Havering
- Sustainable Funding Project, UK
- BRIAN, UK
- Liverpool Plus, Merseyside, UK

⁸ London Borough of Redbridge

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Best Practice Example 1: The Social Economy Support Unit (SESU)

Background

SESU is supported by the London Borough of Havering and receives funding from the London Development Agency to provide free social enterprise business advice and support for the people of Havering. SESU's 'one stop shop' approach focuses on emerging and existing social enterprises. It works with both individuals and organisations, enabling them to create and use opportunities to fulfil their potential through social economy solutions. It is also recognised in its representative role by major public agencies.

Support Mechanisms

SESU's approach to development is based on the ethos that developing a sustainable social enterprise that involves all its stakeholders and offers real opportunities requires a broad range of support from start-up to successful trading. SESU's core aim is that support mechanisms should be free at point of delivery, and aims to achieve this by attracting support from a number of funding sources and contracting with organisations. SESU provides a tailored service for each individual enterprises, including:

- Guidance on feasibility & business planning
- Business Diagnostics

- Marketing products and services
- Signposting to appropriate services

- Advice and access to information concerning the latest developments of social enterprise and law
- Access to appropriate funding

Other specific mechanisms are:

- **Support the ongoing development of the social economy sector** - including the strengthening of frameworks for effective governance by providing access to training and development
- **Disseminating information** - Through monthly newsletter, website and networking opportunities
- **Developed a range of analytical tools** - Toolkits for start-up social enterprises
- **Signposting** - A referral and tracking system is being used to signpost social enterprises to other support bodies both locally and regionally
- **Public Procurement** - Undertaking a series of activities in partnership with stakeholders and beneficiaries designed to open up public sector procurement to the social enterprise sector

Unique Features

- Tailored one-to-one support to individuals who want to start or grow their business
- Extensive partnership development, sourcing a variety of funding regimes and delivery agents to bolster the support mechanisms
- Customer First Accredited

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Best Practice Example 2 : Sustainable Funding Project

Background

The Sustainable Funding Project is a 'First Stop Shop' on sector funding issues providing a full range of financial options. The project is hosted by the national Council for Voluntary Organisations (NCVO). Using innovative and high quality resources, learning and skills, networking opportunities and best practice examples, organisations can investigate how they generate their own income. An approach is promoted that breaks a big challenge down into manageable chunks. The aim is to introduce organisations to the approach, then signpost them to further resources of information, and to encourage them to explore the themes more fully. The project will also continue to respond to government policy initiatives that impact on funding for the sector. Phase 2 of the project will involve working in partnership with national, local and regional infrastructure agencies as well as funders in order to raise further awareness Those working with include:

- **Practitioners** – those who have responsibility for their organisations planning, or funding future
- **Local Development Agencies** – For example people who work for the Councils for Voluntary Services and other infrastructure organisations, as funding workers. This enables NCVO to embed their work and lessons learnt nationally in local infrastructure beyond their own organisational reach
- **Policy makers** – Such as Senior Civil Servants, or policy officers of influential organisations. NCVO aim to ensure that emerging social enterprise policy and related support activities fully support voluntary and community organisations that are developing social enterprises activity.
- **Funders** - Includes anyone who funds organisations, and therefore includes statutory and commercial partners, as well as grant making trusts. NCVO aim to raise awareness of the Projects key messages and learning's; and to identify and disseminate best practice in grant making which helps to build healthy organisations beyond time-limited grants

Support Mechanisms

- The Project's approach promotes organisational planning, grant diversification and income generation as three key and interlocking elements to building financial sustainability
- The Project pays particular interest in the third of these inter-related strands, because trading goods and services can be a useful alternative to competing for limited charitable resources, or surviving on short-term project based grants
- Provides information, across these three themes through the project website, newsletters and events
- Does not provide one-to-one advice or consultancy

Unique Features

- NCVO works across the English voluntary sector and in partnership with its sister councils in Scotland, Wales and Northern Ireland
- All of its services provided are generic and not sub-sectoral

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Best Practice Example 3: BRIAN

Background

Business Research Information Analysis Navigator (BRIAN) provides the business advisor working with social enterprises a tool to measure and monitor both the business and social capital of the enterprise. BRIAN also provides a business improvement tool that will enable strategic decisions to be made using key performance indicators. BRIAN is being mainstreamed into business services in the UK. The technique is used as a business improvement tool – the position of the business is assessed and the results interpreted. By providing the enterprise with five key recommendations it can go on to develop its own action plan and take forward the issues it chooses. After a year has passed the process is undertaken again to identify if the business has moved forward.

BRIAN facilitates monitoring and measurement in five key performance indicators:

- Know how
- Resources and management
- Scope
- Job insertion
- Social capital

Support Mechanisms

BRIAN provides support in the following four stages

- **Stage 1 – Gathering information.** The business advisor will explain what will be measured and recorded. The business needs to understand how the information gathered will help to improve their business performance. The first stage is the completion of the questionnaire that provides the data. Questions cover the five key performance indicators and it takes between 1 and 1 ½ hrs to complete
- **Stage 2 – Compiling the report and making recommendations.** The business advisor will compile a report based on the information gathered and make five recommendations for consideration by the business and inclusion in an action plan
- **Stage 3 – Developing an action plan based on report recommendations.** The business, sometimes with the help of the business advisor, will develop an action plan to deliver one or all of the recommendations made in the report
- **Stage 4 – Comparing results from the previous visits of BRIAN and noting progress.** BRIAN will visit the business again in 6 to 12 months. It is at this stage that the business will be able to monitor growth in all five areas of performance

Businesses must understand that the results from BRIAN are not measured against a perfect timetable

Unique Features

- Process is not over technical and is time efficient for both the business and advisor
 - Enhancing the practice to improve overall business performance
 - Helps the business to build social capital
 - Compares past and current performance
 - Prompts action plans to implement improvements
- Encourages regular and systematic monitoring

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Best Practice Example 4: Liverpool Plus

Background

Liverpool Plus is an agency dedicated to the development of Social Enterprise in Liverpool. The mission for Liverpool Plus is to focus on radically changing the standing and culture of social enterprises by forging a forward path and seizing opportunities to expand the extent of, and prospects for, social enterprises in the city. Liverpool Plus took an early lead in creating new markets in social enterprise and promoting the social economy to partner sectors and agencies. Liverpool Plus sought to identify new opportunities for social enterprises in key viable markets through strong foresighting and intelligence capability. Liverpool Plus acts as an advice point for enterprises seeking to secure contracts, assisting with both the bidding and delivery stages in an advisory capacity

Support Mechanisms

Liverpool Plus provides support in the form of direct funding, through two sources open to social enterprises at any time, including:

- **Enterprise Development Fund**; a business start-up and growth fund for new social enterprises or third sector organisations developing trading activities
- **Feasibility & Development Award Fund**; a fund for third sector organisations investigating or market testing potential business opportunities

Liverpool Plus also offers a number of support mechanisms to social enterprises, including:

- **Business Support Services**; offers advice and information on funding sources, has developed Toolkits for start-up social enterprises
- **Public Procurement**; Undertaking a series of actions and activities in partnership with stakeholders and beneficiaries designed to open up public sector procurement to the social enterprise sector
- **Successions Strategies**; Researching succession and employee ownership, assessing appropriate/on call support services for successions events, developing a local practitioner network
- **Social Enterprise Clusters**; Offer a facilitating role for consortium to bring together organisations together with a view to bid for procurement contracts
- **Future Social Entrepreneurs**; Seeking to reverse the lack of co-ordinated and dedicated support for potential and existing social entrepreneurs in the city

Unique Features

- Enabler and an advisory service
- Provision of specialist consultancy services
- Development of sector networks that disseminate best practice and industry support

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7. KEY FINDINGS

The response to the sample customer survey was limited⁹. Whilst some lessons can be drawn from the results there is a need for further research to be undertaken to understand the different ways in which support can be provided.

Analysis of sectors suggests that trading activity of aspiring social enterprises is in the sectors traditionally associated with public service delivery, for example health, social care, child-care and training. The majority of organisations exist to help particular groups of people either through employment or providing goods and services. The most common groups helped are those with disabilities, young people, the elderly and people on low incomes. Social enterprises are complex organisations with multiple social and/or environmental objectives, and a range of sources of income.

From the best practice business support examples provided, it can be seen that there are a number of general support mechanisms that are provided, these include:

- Provision of tailored business support
- Dissemination of best practice and experience
- Consultancy service
- Advisory service – sign posting
- Use of business diagnostic tools
- Provision of information
- Training Needs Analysis
- Partnership development

A number of innovative approaches illustrated in the best practice examples could be considered as support mechanisms for the development of the community and voluntary sector in moving from time-limited funding.

- **QUALITY ASSURANCE AND SOCIAL IMPACT**

Combining quality assurance mechanisms and social impact measurements as integral components of developing enterprises, allowing outcomes to be identified, and used to justify the enterprise itself. **See Chapter 7**

- **BUSINESS INCUBATION**

Provision of a specialist business incubator designed to support social enterprise for a variety of purposes including initial development, funding and launching of financially viable businesses; as embodied by Liverpool Plus and SESU

⁹ Appendices 2

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- **DIRECTLY LINKING THE NEEDS OF CLIENT TO SERVICE PROVIDERS**

Independently assessing the client's needs and then linking the client to a specialist service provider, brokering this relationship and being able to provide ongoing advice and recommendations as required; as being used by SESU

- **ONLINE ADVICE SYSTEMS**

Extensive business advice and education provided online, providing a relatively low-maintenance resource available to any aspiring or existing social enterprise at any time; as used by the Sustainable Funding Project (NCVO)

In addition, there are also other ways in which social enterprises can be supported, for example providing visits to key locations and through comprehensive training packages.

8. QUALITY MECHANISMS

8.1 Quality

8.2 Social Auditing

8.3 Social Return on Investment

8.1 Quality

How the sector can demonstrate quality improvement is crucial to development of the social economy sector, as is the measurement of benefit and impact in terms of the services delivered. This will be important not only for the future development of social enterprises, particularly in terms of securing key partners, but also for support organisations who need to be able to measure the impact of their services, to develop these in a more effective way and to ensure that their own priorities are achieved.

There may be a need for the introduction of quality tools, such as EFQM and PQASSO. In addition to quality mechanisms, there is also a need for the sector to measure their performance and impact through tools such as social auditing and social return on investment.

8.2 Social Auditing

Social auditing assesses the social impact and ethical behaviour of an organisation, and may be defined as the process of accounting for social performance, and then reporting and improving upon that performance. The origins of social auditing lie within the social enterprise sector, and use of the model is growing among community-based organisations across the country. Although different models exist, all can place emphasis on clarifying objectives and obtaining stakeholder feedback. The process of social auditing contains two key elements; social bookkeeping (gathering key information and gaining stakeholder opinions to allow the organisation to be able to account for its performance) and social accounting (analysing and interpreting

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descriptive, quantitative and qualitative information to produce an account of social performance). The whole social auditing process is ongoing and annual, including year-end verification and the production of a social audit report. The social audit report can be used as a marketing tool to promote a positive image of the organisation to both internal and external parties.

8.3 Social Return on Investment (SROI)

SROI has been developed to provide a framework to structure understanding and to provide a method of representing impact, policy or activity. It is a sophisticated model and builds upon the findings of the social audit, seeking to attribute financial values to social values, and helping an organisation to improve performance and prove impact. The ability to do this, however, is affected by the extent of the organisations internal information and the availability of external benchmarks. Organisations seek to undertake SROI to gain a competitive advantage, to enhance internal management and to determine and promote their ethical position.

Improving, quality and measuring impact¹⁰ will become increasingly important in the future and the further development of quality mechanism, social auditing and the monetisation of value by measuring SROI should be further explored and developed

¹⁰ Proving and improving – nef 2005

9 RECOMMENDATIONS AND CONCLUSION

9.1 Summary of Key Findings

Questionnaires

Whilst the response was limited it did show that:

- Community and voluntary organisations contacted the specialist business support service to help them developing their business idea
- They also recognised that there was a need to up skill to become more business orientated
- Organisations provided services in sectors traditionally associated with public service delivery. For example health, social care, child-care and training

Best Practice Business Support Research

The best practice examples illustrated a number of general support mechanisms available, including networking opportunities, provision of training courses and offering start-grants

A number of innovative mechanisms were highlighted through best practice research, including;

- Adopting quality assurance and social impact measuring
- Providing online advice systems
- Creating business incubation
- Directly linking the needs of the client to service providers

Quality Mechanisms

It is important for organisations to mechanisms of measuring impact, not only as method of securing the support of key partners, but as way for support organisations to able to measure their impact. Potential tools to aid this include EFQM and PQASSO

9.2 Recommendations

- That there is a need for a for a ‘one-stop’ shop specifically for the social enterprise sector
- That appropriate training packages covering HR, Legal and Marketing & publicity are developed locally for the benefit of the sector. Improving the expertise of the sector to bid for and deliver contracts
- Further research should be used alongside development work that would help shape and better deliver future services for the benefit of Havering

9.3 Conclusion

It should be recognised that in reality the support for social enterprise will come from a variety of sources, including local, regional and national agencies and organisations. It will involve a number of different mechanisms, including general support and specific interventions.

HAVCO, SESU and the London Borough of Havering have an important role to play in providing this support, by developing more effective models of delivery at a local level and potentially spearheading sub-regional development to secure wider benefit for the sector. However, incorporated into this there needs to be a recognition that in those areas of greatest need and deprivation, and particularly where entrepreneurial activity is lacking or at an extremely low level that more targeted intervention and support tailored to meet the needs within these communities will be required. This will need to be delivered over a longer period of time.

In this respect, wider research into alternative support mechanisms could be modified to fit in with the existing support provided by HAVCO and SESU, and if this could be rolled out into other boroughs, will have a greater impact not only in terms of the development and growth of social enterprises, but also in terms of wider regeneration and community benefit.

10 APPENDICES

- 1** Training Providers Map
- 2** Questionnaire and
response analysis

APPENDICES 1

		Havering							External Funding
		Social Economy Support Unit	Havering College		HAVCO	Havering Adult Learning	Skills on the Hill		
Eligibility Criteria		Receiving benefits	Employed			Non RM3	RM3		
Finance	Finance								
	Grant Funding								x
	Accounting				x (£)			x	
	Banking								
	Paying employees								
	Tax								
	book keeping	x	x (£)		x (£)			x	
	computerised accounts	x	x (£)					x	
I.T	Basic Internet	x	x (£)						
	Spreadsheets	x	x (£)						
	Word Processing	x	x (£)						
	General IT				x (£)	x (£)	x		
	Website design and Web-selling	x	x (£)						
Marketing and Selling	Marketing Plans								
	Advertising								
	Market Research								
	Selling								
	media training								
	presentation giving				x	x (£)			
	customer care								
Social Enterprise	Social Enterprise general	x							
	Social Enterprise Legal Models								
	governance								
	Social Auditing								
	Partnership working								
	Procurement								
Legal	Business Law								
	Employment Law								
	Intellectual Property								
	HR Policies								
	charity law								

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Business Skills	Business Admin		x	x (£)							
	communication				x						
	Business Planning										
	Leadership										
	Risk Management										
	Time Management										
	project management										
Other	start-up										
	Health and Safety										
	Property										

APPENDICES 2

Mapping the Types of Specific Business Support in Havering

The primary aim of this survey is to understand the range of business support available to the social economy sector in Havering. All information will be retained by the Social Economy Support Unit and HAVCO in order to help

CONTACT DETAILS	
BUSINESS/ORGANSIATION NAME	
CONTACT NAME	
POSITION	
ADDRESS	
POSTCODE	
TELEPHONE NO.	
EMAIL	
WEB SITE	

1. GENERAL QUESTIONS ABOUT YOUR BUSINESS/ORGANISATION	
When was your organisation established?	
What type of body is your business/organisation?	Please circle: Local authority Regeneration Partnership Voluntary Sector Support Agency Voluntary organisation Community organisation
Do you have charitable status?	Please circle Yes No
What is your legal structure?	Please circle: Company limited by guarantee Company limited by shares Industrial and Provident Society Unincorporated association Unknown

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What area does your business/organisation cover?	Please circle: Borough Cross-borough Neighbourhood/local	
What sector does your business/organisation cover?	Childcare	Health & Social care
	ICT	Training
	Environment	Creative Industries
2. DEVELOPING A SOCIAL ENTERPRISE		
Have you thought about how your organisation could become less reliant on grants?	Yes	No
Do you have a income generating idea?		
Where would you go for support to develop a concept around income generation?	Social Economy Support Unit	Community Regeneration Team
	HAVCO	Other/Don't Know
What support do you think that you would need to develop the income generation concept?	121 consultation	Specialist guidance tools (feasibility study, legal structure info sheets)
	Action planning	Market Research
	Signposting to specialist support	Financial advice
	Training Needs Analysis – organisation	Training Needs Analysis – management board

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3. DIVERSITY				
What is the ethnic origin of your organisation, including the management board	Ethic origin	No		M/F
	Black African			
	Black Caribbean			
	Black other			
	Chinese			
	Bangladeshi			
	Pakistani			
	Indian			
	Asian other			
	White UK			
	White European			
	White other			
	Other			
Are any of the volunteers, employees or board members disabled?	Yes	No	No	M/F

Havering ChangeUp – Social Enterprise Business Support in Havering

Organisational Development

Name and Organisation details:

 The capacity and skills you (and any partners you may have) possess will have an effect on the ability of your organisation to run a successful business. Do not worry if you haven't got skills in all (or any) of the areas below as the chart below is intended to assess where the skill gaps may be in your organisation. Filling in the chart will help us to establish what courses may be beneficial for SESU to organise in the future.

		No Skills	Basic Skills	Working Experience	Expert Skills
Finance	Finance				
	Grant Funding				
	Accounting				
	Banking				
	Paying employees				
	Tax				
	Book keeping				
	Computerised accounts				
I.T	Basic Internet				
	Spreadsheets				
	Word Processing				
	General IT				
	Website design and Web-selling				
Marketing and Selling	Marketing Plans				
	Advertising				
	Market Research				
	Selling				
	Media training				
	Presentation giving				
	Customer care				
Social Enterprise	Social Enterprise general				
	Social Enterprise Legal Models				
	Governance				
	Social Auditing				
	Partnership working				
	Procurement				
Legal	Business Law				
	Employment Law				
	Intellectual Property				
	HR Policies				
	Charity law				
Business Skills	Business Admin				
	Communication				
	Business Planning				
	Leadership				
	Risk Management				
	Time Management				
	Project management				
Other	Start-up				
	Health and Safety				
	Property				

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