

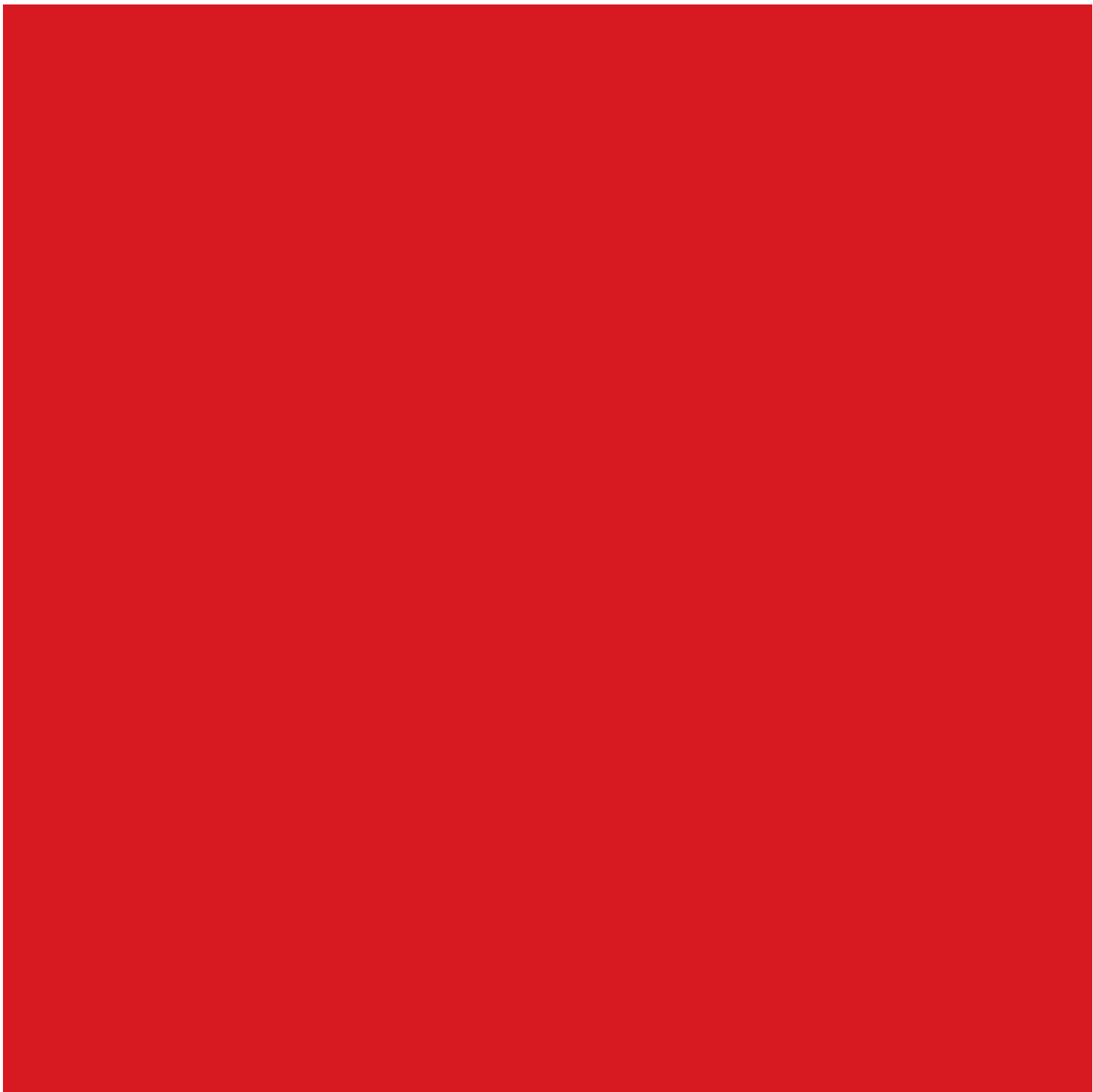
**TURNING
POINT**
CENTRE OF
EXCELLENCE IN
CONNECTED CARE
turning lives around



Elements of success



good practice for
community-based
social enterprises



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Foreword

Social enterprises operate in all parts of the economy and their distinctiveness is generated by using business solutions to achieve public good.

There are more than 55,000 social enterprises in the UK with a combined turnover of £27bn. Social enterprises account for 5% of all businesses with employees, and contribute £8.4bn per year to the UK economy. Social enterprise is a rapidly expanding sector and Turning Point believes that social enterprise is an excellent model for delivering health and social care services in local communities. Social enterprise has a strong record of delivery in many sectors, including housing, leisure and transport. Social enterprises are now replicating this success in health and social care. In fact, encouraging social enterprise in health and social care is a key part of the initiatives aimed at involving patients, service users and staff in designing and delivering services.

However, we have found that there is a lack of information targeted at small community-based organisations that are thinking about setting themselves up as social enterprises or for already established social enterprises that are considering moving into the health and social care field. This handbook aims to fill this gap by providing inspiration through case studies of good practice and guidance around mission and goals, working with other services, sustainable funding, developing the experience and skills of your workforce and monitoring and evaluation.

This book brings together the practical lessons that Turning Point has gathered from our own experience and from talking to a range of social enterprise experts about what has worked and, equally importantly, what does not work.

The project has been led by the Turning Point Centre of Excellence in Connected Care and supported by the Social Enterprise Coalition, with an advisory group consisting of experts in the social enterprise field who have shared their knowledge with us and overseen the project.

All the case studies profiled in this handbook are businesses with an entrepreneurial flair. They help to illustrate the diverse nature of social enterprises already operating in the health and social care sector. Some have been established for longer than others but we felt it was important to include some newer organisations to show that it is possible to become successful over a short period of time.

These case studies demonstrate that, at their best, social enterprises really can combine the entrepreneurial spirit of business with the principles and philosophy of the voluntary sector, and create innovative solutions that engage and empower the community, staff and other stakeholders involved.

**Richard Kramer, Director, Turning Point
Centre of Excellence in Connected Care**

introduction

What is a social enterprise?

Social enterprise is a relatively new term for a type of business that has existed for at least a century. However, in the UK, a revival of social enterprise started in the late 1990s and today social enterprises tackle some of society's most entrenched social and environmental challenges in an innovative way.

The Social Enterprise Coalition, the UK's national body for social enterprise, defines social enterprises as “businesses set up to tackle a social or environmental need. Many commercial businesses would consider themselves to have social objectives, but social enterprises are distinctive because their social and/or environmental purpose is absolutely central to what they do – their profits are reinvested to sustain and further their mission for positive change”. Social enterprises are often referred to as having a triple bottom line as many deliver on financial, social and environmental performance targets.

Who is this report for?

This guide has been written for anyone who is interested in setting up or working for a social enterprise. It is particularly aimed at those working in the health and social care fields although many of the tips can be applied to any social enterprise.

The purpose of the report

The purpose of this report is to pull together some of the most important information for small community-based organisations that are thinking about setting themselves up as social enterprises or for already established social enterprises who are considering moving into the health and social care field.

The structure of the report

The five topics that are discussed in this report are:

- Mission and goals**
- Sustainable funding**
- Working with other services**
- Developing the experience and skills of your workforce**
- Monitoring and evaluation**

These topics were selected as each is vitally important to consider when establishing a social enterprise. This report does not contain information on legal structures of social enterprises. For more information about legal structures of social enterprises please see the resources section.

Each section comprises an introduction to the topic and some good practice gleaned from interviews with our advisory group of social enterprise experts. Each section also contains some top tips from our experts and a signposting section if you want to investigate the issues discussed further. Finally, a case study of a social enterprise is included to provide a practical demonstration of how it is possible to work successfully in the topic area.

It is important to note that this report is only an introduction to social enterprises in health and social care. It does not cover all the issues that people setting up a social enterprise will need to think about. The further resources section at the end of this report lists other organisations that can provide more in-depth advice and support.

topic one

mission and goals

It is critical to have a clear mission statement and goals when establishing a social enterprise.

Without a clear mission and goals, organisations will have nothing to plan and act on. A clear mission statement and goals will help social enterprise employees to know what they are doing, why they are doing it, and where they are going.

A mission statement describes the organisation's purpose – the reasons why it exists. Mission statements are long-term statements of intent that usually inspired the set up of the organisation in the first place. They should be brief and memorable, challenging but also achievable.

Strategic goals set out the direction of the organisation: a statement of its priorities in the medium to long term. Everything the organisation does should relate back to its mission statement and goals. The best performing social enterprises are those that are able to distinguish between mission delivery and growth or expansion, and retain the focus on the delivery of their core mission. It is often better to start with small aspirations and goals that can expand and change as the organisation grows.

Social enterprises need to be extra clear about their mission and goals as they are trying to achieve a social benefit whilst trying to generate a profit at the same time. The ability to 'prove' that a social enterprise is meeting both its financial and its social bottom lines will be increasingly important if social enterprises are to play an expanding role in the delivery of health and social care services. Running a social enterprise is therefore a constant balancing act, which involves maintaining vigilance and focus in meeting its mission and goals and balancing this social impact with the need to generate money to sustain the business.

All social enterprises need to spend time internalising their social mission and communicating it to all employees. The employees can then make it central to the way they operate.

good practice

- Keep your mission statement and goals simple.
- Start with small, achievable goals.
- Keep relating back to your goals and mission statement to ensure you are sticking to them.
- Induct new staff members to the goals and mission of the organisation.
- Consider asking new staff members to sign up to the values and mission statement to ensure that everyone in the organisation understands and supports it.

signposting

- NCVO's website has advice on writing mission statement and strategic goals, see: www.ncvo-vol.org.uk
- The Charity Commission provide some guides on putting together mission statements and goals, see: www.charity-commission.gov.uk
- Business Link provide some online advice on mission, vision, values and objectives, see: www.businesslink.gov.uk
- The Chartered Institute of Marketing has produced a 10-minute guide to creating mission statements. This can be found at: www.cim.co.uk/MediaStore/knowhub/FactFiles/10_minute_guides/Mission_statements.pdf
- Read Make Your Mission Statement Work an online web book found at: www.makeyourmissionstatementwork.info

Sandwell Community Care Trust

Established: 1997

Number of employees: 550

Core services: Supported living, day care,
respite care.

Client group: Learning disability, physical
disabilities and elderly.

"I hang on very tightly
to our goals and mission
statement when driving
the organisation forward"

Geoff Walker, Sandwell Community Care Trust



Clarity over mission and goals

Sandwell Community Care Trust was set up in 1997 to provide services for disadvantaged adults and children across the Black Country. It provides supported living for adults with disabilities and residential care for older people. Setting a clear mission statement and goals has been central to their success.

“ Mission and goals are very important for any organisation as you should share these throughout the whole organisation so that everyone knows exactly what they are trying to achieve.

When we set up the social enterprise we sat down with everyone in the organisation to ask them what organisation they wanted to work for. The outcome was that we would put the needs of the service users first, but to achieve this we would focus on creating a motivated workforce. We realised very early on if we wanted service users to be treated with dignity and respect we would also need to treat our workforce with dignity and respect and make them feel happy and good about themselves. So it is important not only to write clear goals, but also to decide what those goals are.

Missions and goals are extremely important to social enterprises because everyone has to have a shared understanding of the organisations' mission and goals.

An important aspect of achieving our objectives was that we only wrote down in our mission statement what was achievable. You have to deliver on what you put in your mission statement and objectives otherwise you lose your organisational integrity and as that goes so does people's trust in you.

I am now running a series of Friday sessions with every member of staff to check that our goals and our mission still hold firm today. I hang on very tightly to these goals and mission statement when driving the organisation forward because I know that's what everyone thinks and supports.

Geoff Walker
Chief Executive
Sandwell Community Care Trust

”

“There are so many people out there who are willing to give their time for free if they feel that it is for a useful purpose and their time is respected”

Simon Tucker, Young Foundation

topic two

becoming financially sustainable

As with any business, success for a social enterprise means becoming financially sustainable. It is one thing to have passion and energy but it's important to remember that an enterprising mentality and good business sense is vital as well. In order to achieve financial sustainability, it is important to have a full understanding of the potential funding opportunities that are available to your social enterprise, how to access different sources of funding and what skills and management systems are required to manage those funds. That approach begins with strategic planning.

Smaller social enterprises may need people with financial expertise to help put together a business plan. This may include support in calculating set up costs, in establishing effective financial and performance management systems, managing cash flow at the start of the social enterprise, how to approach income generation in a strategic manner and in gauging a level of understanding of potential competitors in the market. In this way, you will be able to develop a sense of the level of funding needed and how to move from a position of relying on grants to earning income from other sources. This might also include exploring loan finance to help grow or bridge a gap in funding streams.

Diversification is critical to any small social enterprise. It is necessary to have a range of funding streams so that you are not reliant on one source of funding such as one grant or contract, as if that dries up you have other sources of income to continue while new forms of funding are sought. Some social enterprises may place a target on the amount of income they want to derive from earned income from products and services, in order to maintain the focus on its mission.

However, finance is not the only resource you need to think about. You also need to develop organisational capacity and skills in marketing and customer management. This involves developing the right skills in defining and promoting your products or services and their social value, in developing customer-focused relationships with potential funders and in learning how to tender for grants or contracts.

Different members of a social enterprise will have different skills and potential contacts with the local community that could be exploited. One option is to try to establish a relationship with a local business and seek free advice through coaching and mentoring. Finally, don't underestimate the importance of people skills. People buy from people they know, like and trust, and if your values and beliefs coincide, so much the better.

good practice

- Don't become dependent on one source of income. Try to diversify your income streams as you grow.
- Ensure that you allocate sufficient resources in your business plan for the training and development of your workforce.
- Don't be afraid of questioning what you are doing. There is a need to regularly review the role of the project or service against the needs of your users and the demands of the market.
- Consider writing to chief executives of local businesses or established social enterprises for support and advice on writing a business plan.
- Contact the Social Enterprise Coalition for support and advice on business planning.

signposting

- Download the Introductory Packs on Funding and Finance from the National Council for Voluntary Organisations' website, which help to alert organisations to the funding options available to them, and to highlight key messages about financial management and sustainability. See: www.ncvo-vol.org.uk
- Business Link provides some useful advice on putting together a business plan see: www.businesslink.gov.uk
- Read the Fourth Sector's guide A Business Planning Guide to Developing a Social Enterprise at: www.bitc.org.uk/document.rm?id=8007
- Take a look at Climbing the Ladder: Finance for Social Enterprises at Social Enterprise London's website: www.sel.org.uk
- Have a look at Big Issue Invest's website www.biginvest.co.uk
Big Issue Invest is a specialised provider of finance to social enterprises.

Bromley by Bow Centre

Established: 1984

Number of employees: 115

Core services: Health, social care, learning, employment, the arts, social business

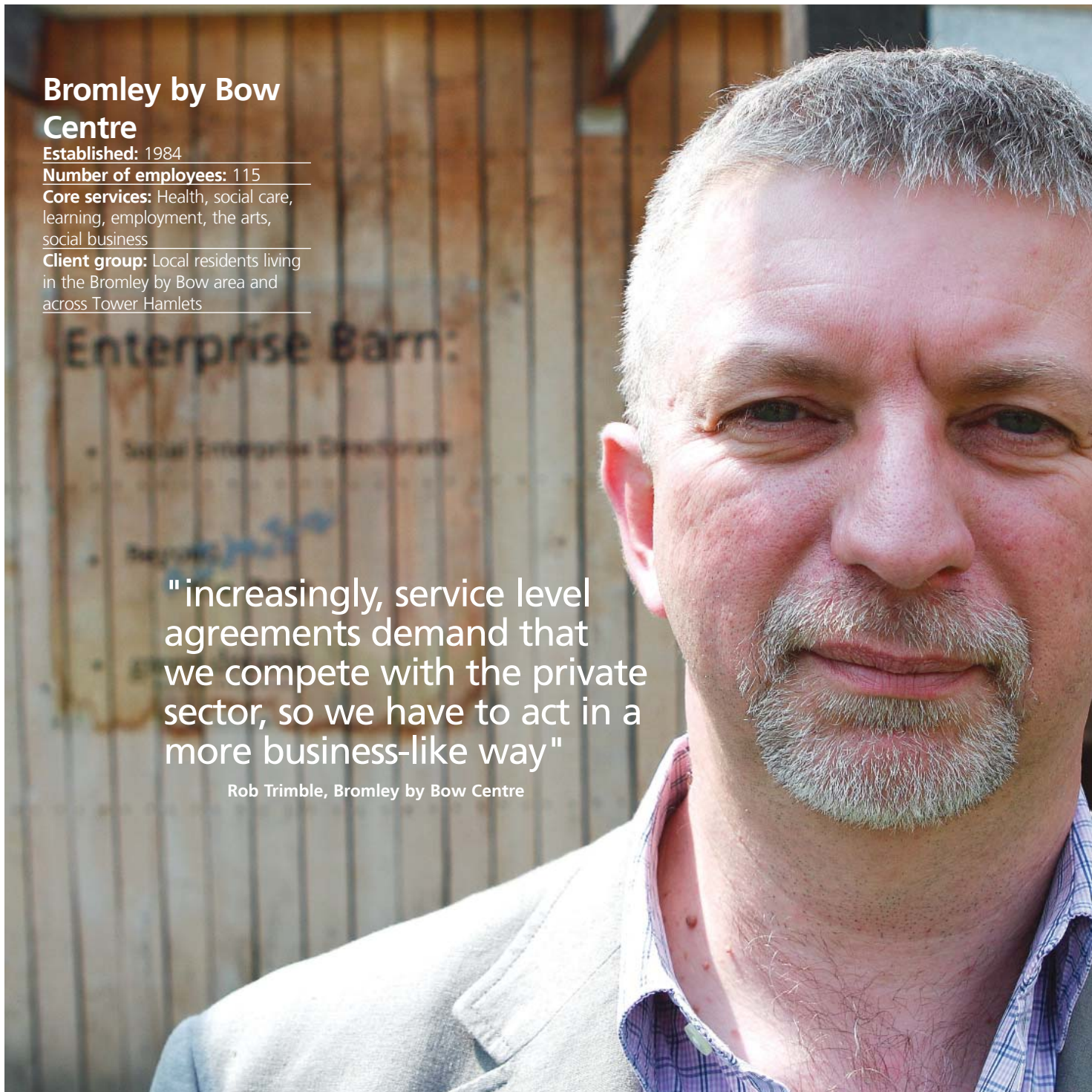
Client group: Local residents living in the Bromley by Bow area and across Tower Hamlets

Enterprise Barn:

• Social Enterprise Development

"increasingly, service level agreements demand that we compete with the private sector, so we have to act in a more business-like way"

Rob Trimble, Bromley by Bow Centre



Becoming financially sustainable

The Bromley by Bow Centre was set up in 1984 in Tower Hamlets, one of the most deprived areas in the United Kingdom. The organisation's key aim is to regenerate the area through providing integrated services that local people can grow and deliver, based around enterprise, education, the arts, health and social care. The Centre has an innovative model that has helped it to become financially sustainable.

“ It is essential to be financially sustainable because from a funding point of view the world is changing. Grant income is diminishing and increasingly service level agreements demand that we compete with the private sector, so we have to act in a more business-like way to stay ahead. As the commissioning frameworks change, so our services are increasingly being funded by sources of income from our trading activities.

We have become financially sustainable by building up our asset base by owning the buildings that we use, which in turn allows us to earn income from renting out space to GPs, for instance. We also have four internal social enterprises with a trading profit of around £250,000. These include Green Dreams, which, for example, provides ground maintenance to 26 schools in the area and provides a landscape design service. Lekker Design is our graphic design business, which has a turnover of almost £400,000.

Some of the problems we have encountered in becoming financially sustainable include overcoming the internal organisational culture issues of moving from a voluntary organisation to a financially sustainable one. You need to be able to carry people with you. You need to ensure you have a board of trustees and directors that buy into your mission.

Finally, it is essential that the organisation also trades on its charitable status in order to have access to pots of funding that will pay people's salaries when starting up a social enterprise business. Start up capital is hard to come by. It is also important not to create a culture of grant dependency from the outset because when the pot dries up there will be no money left to run services. This is why creating a long-term sustainable social enterprise is so essential for our community. ”

Rob Trimble
Chief Executive, Bromley by Bow Centre



welcome to

growing
well

Growing Well

Established: 2004

Number of employees: 6-8

Core services: Voluntary opportunities for people recovering from mental health problems, horticulture training, organic growing and educational visits

Client group: People with mental health problems and anyone in the local community wanting to take part in training courses

"People aren't going to make a partnership with you unless they see how it will benefit them"

Beren Aldridge, Growing Well

Becoming financially sustainable

Growing Well based at Low Sizergh farm in Kendal, Cumbria, started in 2004 to grow and sell organic vegetables, train people in horticulture and run programmes of educational visits in order to create volunteer placements for local people recovering from mental health issues. It gives them opportunities to build their confidence and skills in a busy work environment.

“ Social enterprises like Growing Well only work because we receive income from the organisations who purchase our services. So the financial relationship with partners is vital. It is important to think of them as partners rather than regarding them as contractual relationships. The more we work in collaboration with our customers the more essential we appear to them and the more say we have in how our markets develop. We have invited individuals from our partner organisations to join our board, not as a representative of their company, but in their own right. This brings their expertise closer and helps us maintain a mutually rewarding relationship.

We recognise that organisations aren't going to enter into a partnership with you unless they see how it will benefit them. So when we wrote our business plan, we analysed the market to identify market gaps. We then developed contacts with organisations who might pay us to fill those gaps. In this way, we helped them meet a need they perhaps didn't realise they had. For example we

contacted the local FE College about Growing Well providing horticulture training courses on their behalf. We now act independently as their horticulture department, taking students from enrolment to certification. We also grow vegetables for a local organic box scheme after we realised it wouldn't be good to set up in competition with them. They were very keen to buy our vegetables and support our start-up, and their owner joined our board as a director.

We haven't had that many problems with our partnerships, as we are upfront, cordial and professional, tackling problems head on. ”

Beren Aldridge
Manager
Growing Well

“It is near impossible to deliver creative, innovative new services and support the community and individuals without working very closely with other organisations”

Jo Pritchard, Central Surrey Health

topic three

working with other organisations

It is important to work with other organisations as health and social care social enterprises cannot work in isolation. It is necessary to build relationships with other local services and agencies and there are many benefits associated with such relationships. By working together with others you can achieve more and by working in partnership you can benefit from the expertise of other organisations.

Working collaboratively with other organisations can cover a range of activities from networking at events and sharing information to more formal collaborations, such as sharing training resources, pay-roll systems or co-location in premises. Partnerships can operate at a more formal level to include arrangements for the joint delivery of services. Partnerships might also involve working with others outside of the health and social care sectors, such as the housing or leisure sectors, particularly if this extends a social enterprise's reach to more diverse communities.

However, it can be a challenge for social enterprises in health and social care to work with other services. Many organisational barriers exist, for example in terms of different systems, different protocols and different funding streams. There is a need to be creative and try to get around these barriers and focus on achieving goals. Social enterprises also need to focus on what it is that they do well and not take on areas of work for which they are not qualified.

Many successful social enterprises develop partnerships and seek support from other organisations. These relationships provide invaluable advice and guidance from people who may have better relationships with particular groups and expert knowledge in a specific area. It is necessary to be open-minded when it comes to finding partners. You need to be aware of who could help you, how they could help and be flexible in your outlook as support could come from a variety of different places including other social enterprises, the voluntary sector, the statutory sector and the private sector.

It is important that any partnership is consistent with your vision and values and benefits your users,

and that there is a clear agreement about what each social enterprise is responsible and liable for.

It is also sometimes appropriate to look outside of the geographical area in which you are working to develop partnerships and get access to support. Although you need to be focused on the needs of local people, your local community may not always have all the skills, expertise and knowledge within it that could help you develop.

good practice

- Identify key stakeholders so you can focus on building the right partnerships.
- Identify your strengths and be clear about what you can bring to a partnership.
- Attend events or conferences where you can meet like-minded people.
- Do not limit yourself to the health and social care field for support. Look outside the sector for support too.
- Consider the clients you serve and work effectively with those who can help provide an overall better service.

signposting

- Join the School for Social Entrepreneurs www.sse.org.uk to meet other entrepreneurs working in the sector.
- Join the Social Enterprise Coalition's Health and Social Care Forum to meet like-minded organisations. www.socialenterprise.org.uk

sunlight

Sunlight Development Trust

Established: 2001

Number of employees: 45

Core services: Health and wellbeing services for people with multiply disadvantages.

Client group: No one is excluded and everyone can get help.

"We have built working relationships with other services through an informal process of open and honest communication and trust"

Peter Holbrook, Sunlight Development Trust

sunlight
development trust

Frustrated
with your kids?

Let's talk

Parentis

01434 338635

Working with other services

Community-owned Sunlight Development Trust based in Gillingham, Kent, was set up on the site of an old laundry in 2001. The overriding aim is to improve health inequality and wellbeing by providing a range of social, medical and community activities and services for everyone in the community – no one is excluded. Working with more than 95 partners, the Trust is an excellent example of how to work effectively with other services.

“ It is important to work with other services because they bring in specialist skills such as training, staff, resources and expertise that enable us to work even more holistically than we do. We are good at doing many things but we are not experts at everything and it would be wrong to pretend that we are.

We have built working relationships with other services through an informal process of open and honest communication and trust. Some of the best things we have done happen through working with individuals and building trust, and if you have that you can overcome all sorts of problems. If we can't solve a problem informally, then we might look at establishing some formal expectations that are written down. In the end it is about ensuring everyone is working towards the same goals – supporting greater social justice.

Right from the outset you have to be aware of your limitations and not overstate what you can achieve. You need to be open, honest and

transparent – we have fostered this culture within the organisation and we only make promises we think we can keep. People seem to thrive when you create this kind of culture.

Sometimes if you find that your values and ethics don't fit with another organisations, it is okay to say the relationship is not working and call it quits. You just have to accept that you are not going to resolve some issues.

We have developed a way of working that is not about empire building, but about disempowering ourselves and encouraging and enabling the community to make good decisions. At the heart of our working relationships with services is a key value: you impact on people by building their capacities and empowering them. ”

Peter Holbrook
Chief Executive
Sunlight Development Trust

topic four

developing the skills and experience of your workforce

Social enterprises provide a massive opportunity to involve local people from all backgrounds, ages, sectors and communities. Social enterprises need to engage, attract and provide support to their employees to meet local needs. With the right skills and knowledge, employees can help support the social enterprise to reach its goals, perform better and be more equipped to enter into new markets.

For a small social enterprise, the main barriers to developing the skills and experience of staff, is the cost and time required to providing training. Private training is often very expensive and its quality can vary considerably. If you go down the route of using private training for your staff, it is advisable to approach trainers that come recommended by others.

Many social entrepreneurs have found their peers to be credible trainers and use meetings with other social enterprises to interact and learn from each other, share knowledge and experience and help build a more sustainable self-supporting sector.

Another training option is to try to get support or free training from mentors, support networks and other successful organisations that have a real in-depth understanding of social enterprises. Long-term support relationships are crucial to sustain long-term benefits. This can be mutually beneficial. "It costs nothing to approach local organisations to ask them to put on some training for you." Julie Dent CBE

You can also be creative with whom you approach and we would encourage social enterprises to look outside of the health and social care sector for training solutions. For example, John Lewis provided Central Surrey Health with some customer service training as John Lewis has a strong track record in delivering good customer service.

good practice

- Check out the quality of any training you are buying in. For example, speak to others who have used the trainers to see if they would recommend them.
- Be creative with whom you approach to provide training and do an audit of organisations working in your area to find out what training opportunities they could provide.
- Think about bringing trainers into the organisation rather than sending staff out. It will save time and money for a small organisation.

signposting

- Talk to your Regional Development Agency to find out about training opportunities in your area: www.englishsrda.com
- Business Link has advice on skills and training on its website: www.businesslink.gov.uk
- Contact local colleges and universities in your area to see whether they can provide any training to your organisation. This might tick some of their 'engagement in the community' boxes.
- Organisations such as the Citizens Advice Bureau can provide free sessions on benefits and the law. www.citizensadvice.org.uk
- The UK Workforce Hub helps third sector organisations make the best of their paid staff, volunteers and trustees through workforce development. www.ukworkforcehub.org.uk



"Informal training is also important... staff weren't having time to talk to each other and share problems."

Angela Faulding, Open Door, Grimsby

Open Door

Established: 2007

Number of employees: 10

Core services: Primary medical services, complementary therapies, counselling, anger management, basic skills education and support with benefit and housing applications

Client group: Migrants, homeless and substance users



Developing the skills and experience of your workforce

Open door, based in Grimsby, was set up in July 2007, and aims to provide a wide range of holistic services, including health and social care services for vulnerable people in one of the most deprived wards in England. As a new team, Open Door has had to prioritise developing employee's experience and skills.

“ Developing the experience and skills of our workforce was very important in the first year as we were a new organisation and we were bringing together staff from a variety of different backgrounds.

We accessed free training through CERT (Community Economic Regeneration Team) which provides free business support and training for social enterprises in the North East. One training session we undertook was audit training. As a result we collect much more detailed information from our clients as they come through the door. We now know that 30 per cent of our clients have housing issues and this has allowed us to access funding from resources aimed at tackling that problem.

We are a very small unit with ten permanent members of staff. Creating time for training is a challenge. Whilst staff were very keen to have training, we did not want to run the risk of having too few staff in the building or

compromise our support to our clients. We had to be imaginative and structure our training. Instead of sending staff away on a two-day training course, we tried to have more in-house training. For example, we might put out a notice saying that we are opening an hour later, and have a two-hour staff training session before the day begins. It is also more cost-effective to bring in one person to train all the staff than to send individuals out on a training course.

Informal training is also important. We realised that staff weren't having time to talk to each other and share problems, so by changing our opening hours we now give staff the time to share ideas and reflect on the day, which is important for staff's learning and development. ”

Angela Faulding
Director
Open Door, Grimsby

“You have to count everything all the time. It drives my team nuts... but they are beginning to understand why”

Lance Gardner, Open Door

topic five

monitoring and evaluation

Monitoring and evaluation can often be seen as a time-consuming, unnecessary and unrewarding task. However, if it is done well, it can support staff to focus on delivering high quality services, help to prove what works and improve service delivery in order to more effectively meet your goals and mission.

Monitoring is about collecting information and keeping track of what is going on with your work, so that you know, for example, how many people are using your services or attending your training courses. Evaluation is about using the information you collect to assess whether your work achieved what it set out do. This will include looking at practical changes you have made in your community and the impact your social enterprise has had on the community you work in.

Monitoring and evaluation can be carried out without imposing unrealistic or unnecessarily bureaucratic burdens or detracting time and effort from your core business. The trick is to set up monitoring and evaluation systems that make gathering information about your organisation straightforward and simple. It is helpful if your systems for collecting data and measuring performance can be presented to funders, or adapted for funders to meet their requirements for monitoring and evaluation.

It is also important that every member of staff has a sense of ownership of the monitoring and evaluation system and feels that it is actually helping them to do their job better. Otherwise, monitoring and evaluation can be considered a huge burden and staff might not understand the point of it or understand that it is part and parcel of delivering an effective service.

Monitoring and evaluation will help you plan your work more effectively and ensure it is responsive to needs; it will give you continuing feedback and allow you to make changes if necessary, particularly if things are not going as intended. It may also help you with the evidence base to present a case for additional funding.

good practice

- Set up systems that make gathering information about your service straightforward and simple.

- Ensure that all your members of staff understand and own the monitoring and evaluation system.
- Train them to understand the importance of monitoring and evaluation.
- Monitoring and evaluation requirements should be agreed with funders. This should include agreement around data collection, measurement of outcomes and how information is used. Outcomes should reflect the needs of the service user and the community.
- Have a look for academics who can evaluate your social enterprise and pay for the evaluation through academic funds. This won't work in all cases but is worth a try!

signposting

- The Charities Evaluation Services has lots of free documents to download on monitoring and evaluation, including the useful publications *Your Project* and *its Outcomes*, a summary guide to measuring project outcomes. See: www.ces-vol.org.uk
- The Performance Hub website provides information on tools, methods and approaches that organisations can use to improve their performance, including strategic planning, benchmarking processes and evaluating outputs, outcomes and impact, see: www.performance-improvement.org.uk
- For advice on measuring the impact that your organisation makes see the NCVO document *Measuring Impact Document* by Susan Wainwright. See: www.ncvo-vol.org.uk
- Have a look at the New Economics Foundation's *Proving and Improving: a Quality and Impact Toolkit for Social Enterprise*. Here, organisations can explore practical ways to measure their impacts and demonstrate the quality of what they do and how they operate. See: www.proveandimprove.org



Connected Care

Established: January 2008

Number of employees: 4

Core services: Navigators, working to improve access, promote early interventions, and practical low level support that focus on maintaining independence and a virtual team of services providing specialist support across health, housing and social care

Client group: The whole local community

"We want to find out if the Connected Care service makes a difference for our resident and the community"

Angie Wilcox, Connected Care, Hartlepool

Monitoring and evaluation

Connected Care, a social enterprise based in Owton Hartlepool, was set up in January 2008. The overriding aim of Connected Care is to integrate health, housing and social care services in order to better meet the needs of the community. For example the service involves trained local people acting as service navigators and helping those with complex needs to navigate their way through the maze of services. The service design is based on extensive research undertaken by local people who were supported by Turning Point. The service is open to being externally evaluated, learning from the evaluation and using the results to improve the service.

“ We were lucky to receive some external funding for an evaluation of the service at the start of the project. The evaluation is being carried out by the University of Durham. For us, it's important that someone independent is looking at the outcomes of Connected Care for our residents as we want to know what we are doing right and what we are doing wrong so that we can make the service better.

We want to find out if the Connected Care service makes a difference for our residents and the community. We are speaking to the local community, service providers, service professionals and community organisations to get their opinions. We want to be able to demonstrate that Connected Care provides better support for people when they need it, by people known and trusted locally, offer practical support

across health and social care, and show how the service improves people's health. Hopefully this will help us get funding in the future.

We also hope that the evaluation will mean that what we have learnt from setting up this service will be useful to inform the development of other health and social care services across Hartlepool. There is a lot of interest in Connected Care and we want to make sure that the results of the evaluation are fed back to local and central Government so that we can influence policy makers in social care. ”

Angie Wilcox
Steering Group Member
Connected Care, Hartlepool

summary

Setting up a successful and sustainable social enterprise is not an easy task. However, the case studies demonstrate that social enterprises can be an excellent model for delivering health and social care services. Social enterprises offer innovative solutions to many entrenched social issues and for many, are a way forward for the third sector.

If you are considering setting up a social enterprise in the health and social care field, careful consideration does need to be paid to all of the areas addressed in this report. Key lessons learnt from compiling this report have been that good management and planning skills are vital to the success of your social enterprise. Mission statements and goals need to be kept simple and achievable and clear protocols need to be put in place when working with other organisations.

Thought needs to be given to how you are going to become financially sustainable and it is really important to have multiple funding streams. Thought also needs to be given to how you are going to develop the skills of your workforce. Monitoring and evaluation needs to be planned right from the start.

Another key lesson is around the need to engage with others. Our social enterprise experts stressed the importance of not “going it alone” when you are establishing a social enterprise. They recommend speaking to other successful social enterprises and joining as many social enterprise networks as you can. Networking is a vital part of your work when you are starting up a social enterprise as new contacts can often offer expert advice, guidance and support.

Listed below is a range of organisations and resources where you can get general information and advice around social enterprise.

**Government
Social Enterprise Unit**
www.cabinetoffice.gov.uk/third_sector/social_enterprise.aspx

**Department of Health
Social Enterprise Unit**
www.dh.gov.uk/en/Managingyourorganisation/Commissioning/Socialenterprise/index.htm

Business Link
www.businesslink.gov.uk

**Social enterprise organisations
Social Enterprise Coalition**
www.socialenterprise.org.uk

**English regions
North East Social Enterprise
Partnership (NESEP)**
Tel: 0191 427 2150
www.nesep.co.uk

RISE – South West
Tel: 01392 435775
www.rise-sw.co.uk

**Social Enterprise East
Midlands (SEEM)**
Tel: 0115 871 4760
www.seem.uk.net

Social Enterprise East of England
Tel: 0845 606 6296
www.seee.co.uk

Social Enterprise London
Tel: 020 7663 3911
www.sel.org.uk

**Social Enterprise Yorkshire
and Humber (SEYH)**
www.seyh.org.uk

Social Enterprise West Midlands
Tel: 024 7663 3911
www.socialenterprisewm.org.uk

Social Enterprise North West
email val.jones@senw.org.uk

SE2 Partnership – South East
www.se2partnership.co.uk/

**Other related organisations
Social Enterprise Ambassadors**
www.socialenterpriseambassadors.org.uk

**Social Enterprise Training
and Support Website**
www.setas.co.uk

**The legal structure of
social enterprises**
Keeping it Legal – a guide to establishing the rules and regulations that govern your social enterprise. Social Enterprise Coalition/ Bates, Wells and Braithwaite
www.socialenterprise.org.uk

About Turning Point

Connected Care is being pioneered by Turning Point, the UK's leading social care organisation. Connected Care is Turning Point's vision for bringing services together to meet the whole needs of the community. It integrates health, housing and social care in the most deprived communities, with the community playing a central role in the design and delivery of those services.

Turning Point works with people and their communities across the areas of mental

health, substance misuse and learning difficulties. Over 200 services in England and Wales span day support, outreach, and residential, nursing and 24-hour crisis provision. Turning Point has particular expertise in working with people who have complex needs and face multiple social challenges.

Turning Point has been turning lives around for more than 40 years. We are now using this experience as a basis for developing more flexible care services for those with the most complex needs.



Turning Point Centre of Excellence in Connected Care

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Web: www.turning-point.co.uk/centreofexcellence

Contact us

We would be happy to hear from you if you want more information about Connected Care or social enterprise.

Turning Point is a registered charity, number 234887, a registered social landlord and a company limited by guarantee number 793558 (England & Wales). Registered office: Standon House, 21 Mansell Street, London E1 8AA. www.turning-point.co.uk



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