

Final Report

## Capacitybuilders

*Social Enterprise Programme  
Evaluation Regional Report*

**Rocket Science  
February 2011**



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## Introduction

### The Programme's Regional Approach

Capacitybuilders' Social Enterprise Programme (SEP) was designed to operate at a regional level over a three year period (2008-11). Each of the nine English regions operates a Regional Network for social enterprises which has been funded by this Programme:

- Social Enterprise East of England (SEEE);
- Social Enterprise East Midlands (SEEM);
- Social Enterprise London (SEL);
- North East Social Enterprise Partnership (NESEP);
- Social Enterprise North West (SENW);
- South East Social Enterprise (se<sup>2</sup>);
- Regional Infrastructure for Social Enterprise (RISE) in the South West;
- Social Enterprise West Midlands (SEWM); and
- Social Enterprise Yorkshire and Humber (SEYH).

### Identifying Needs Regionally

In advance of the projects being selected Capacitybuilders did not set a template for activities, but instead looked for regional priority setting, while maintaining that "investment must deliver benefits to frontline social enterprise organisations and entrepreneurs."<sup>1</sup> To do this each Regional Network applied for a grant of £30,000 in year one (all received grants); this funding was principally to develop a portfolio of project proposals. Alongside this each Regional Network prepared a strategic narrative for the region. This document was presented to provide evidence and a rationale for the identified weaknesses and the business case for the social enterprise support projects in the regional portfolio. The preparation of the strategic narrative and portfolio of projects required consultation and research. The Regional Networks were obliged by Capacitybuilders to demonstrate consultation "with a range of social enterprise organisations including those outside the network, Regional Development Agencies (RDAs), regional and other infrastructure consortia and Capacitybuilders Regional Managers."

All the project applications, while responding to regionally identified gaps in provision, were loosely assigned to one or other of the two Programme Outcomes:

Programme Outcome 1: <b>Organisational Effectiveness</b>
"Support services are better able to provide social enterprises and entrepreneurs with the resources, knowledge and support they need to increase their effectiveness in delivering a triple bottom line (people, planet, profit)."

Programme Outcome 2: <b>Voice and Influence</b>
"Support services are able to enhance market opportunities for social enterprise and influence the development and delivery of policies and programmes."

<sup>1</sup> Capacitybuilders (2008) *SEP Prospectus*

### Investing in Projects Regionally

No weighting was given to any region in advance of funding allocations, each region anticipating approximately £518,000 for projects. Actual funding was distributed relatively evenly. The North West received the most funding and the East of England received the least. Individual projects received a range of funding from £70,000 to £290,000 with a mean of approximately £130,000 and a median value of approximately £120,000.



The majority of the funding in the Social Enterprise Programme was provided for project activity, aimed at filling the recognised regional gaps in social enterprise support provision; a total of £4.53 million was allocated to projects

### Encouraging Additional Regional Capacity Development

Along with the regional portfolios, Regional Networks submitted applications to continue engagement with the programmes for years two and three. This application was connected to further annual budgets of £30,000 per region for the management of the portfolios, feed-in to the Knowledge Exchange Programme, identification and sharing of good practice and market intelligence, and to work with other Third Sector support providers. The Regional Networks in years two and three have set themselves three additional outcomes:

- Social enterprises are better able to spot and share good practice and market intelligence;
- Social enterprises are engaged in the National Knowledge Management programme; and
- Social enterprises actively collaborate and share knowledge with other Third Sector support providers.

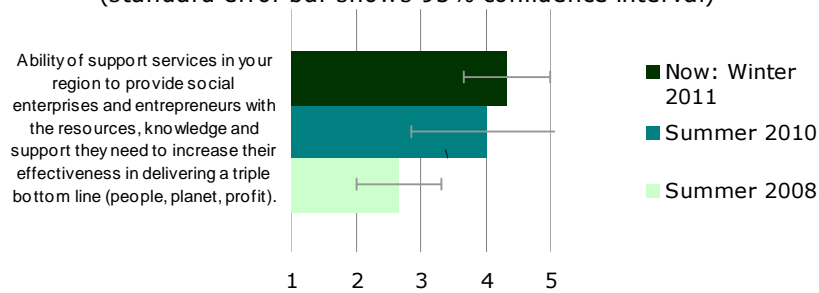
By allocating investment on a regional basis, both for projects in the regions and for regional network activity, additional sets of benefits can be expected, seeking permanent gains from temporary communications, such as networking, or embedding behaviours benefitting social enterprises. Where there is increased communication and co-ordination (synergy) between delivery organisations funded in the Programme, additional benefits in capacity building, knowledge management and networking/collaboration are a likely positive benefit; this programme, by co-ordinating at a regional level and investing in the knowledge management programme at a regional level is heavily focussed on reaping these additional benefits.

## East of England

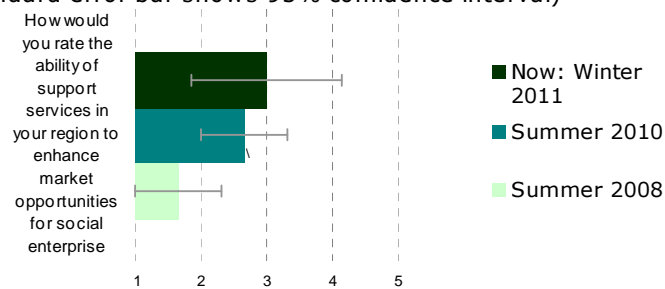
Regional Network:	Social Enterprise East of England (SEEE)	
Projects	Networking, Information and Influence	Social Enterprise East of England (SEEE)
	Macro Coaching	Cambridgeshire Community Reuse and Recycling Network (CCoRRN)
	Social Enterprise Executive Development	Anglia Ruskin University

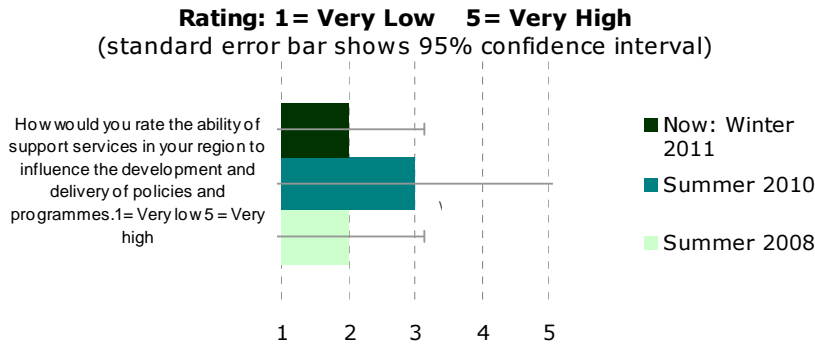
### Regional Project Lead's Ratings against Programme Outcomes

**Rating: 1 = Very Low 5 = Very High**  
(standard error bar shows 95% confidence interval)



**Rating: 1 = Very Low 5 = Very High**  
(standard error bar shows 95% confidence interval)





## Project activity

<p><b>Project</b></p> <p><b>Overall, how much impact have you made?</b></p>	<p>Networking, Information and Influence</p> <p>The project has made as much impact as expected</p>
<p><b>Project</b></p> <p><b>Overall, how much impact have you made?</b></p>	<p>Macro Coaching</p> <p>The project has made as much impact as expected</p>
<p><b>Project</b></p> <p><b>Overall, how much impact have you made?</b></p>	<p>Social Enterprise Executive Development Scheme</p> <p>The project has made as much impact as expected</p>

## Regional Network activity

SEEE used their development monies principally to carry out a series of visits with their members. These visits brought together SEEE with a frontline social enterprise with membership (the regional network). This was an opportunity to provide bespoke advice to the social enterprise, understand better that organisations needs form the regional network and also to help SEEE better target future work through gaining a greater insight into local needs.

In 2010/11 SEEE were able to divert more of their attention to the newly emerging needs (rather than only continue to deliver visits). For example, SEEE looked at ways in which they could influence the newly emerging LEPs. "Right now what we need to do is influence LEPs and that is what social enterprises need."



All regional networks had the opportunity and funding to network with the other Regional Networks and SEC in the SEKE group meetings. All regional networks also had some role in co-ordinating some meetings between the projects, cross promoting for projects, and learning from projects such that this knowledge could be transferred (eg through SEKE). All regions took on these roles to different degrees, but there was generally an opportunity missed in the SEP, in that there was no formal requirement/ incentive to divert development funds into promoting knowledge sharing among projects, therefore this was not prioritised.

We asked the regional networks their thoughts on how much knowledge sharing took place:

<b>How much knowledge sharing was there between Regional Networks?</b>	It was about right
<b>How much knowledge sharing was there between projects?</b>	A little more would have been better

### Areas of Impact

This diagram represents the overall impact rated against each of the 29 Short Term Outcomes (STOs) which projects were asked to self-assess their impact against. Larger words indicate a higher total impact in that area of support provision.<sup>2</sup>



<sup>2</sup> Formula for text size: Impact reported by each project was added together. The total was divided by three and rounded to the nearest integer. The font was set to that size (in pt).

## Future: Programme Legacy and Regional Snapshot

### *Regional Network – indicators of ability to deliver in the future*

<b>How much of the Regional Network's total activity will continue after the Programme funding has terminated?</b>	25-50%
<b>Between 2008 and 2011 did the overall capacity of your organisation increase or decrease?</b>	Large increase in capacity to deliver to social enterprises
<b>After March 2011 do you expect the overall capacity of your organisation increase or decrease?</b>	Large decrease in capacity to deliver to social enterprises
<b>Do you feel better connected to other social enterprise support organisations?</b>	I feel much better connected
<b>Do you feel better connected to other frontline social enterprises?</b>	I feel much better connected

### *Regional Network – plans for future*

SEEE will be looking to provide more paid-for services in the future. It is aided in this through the understanding of regional needs they have developed, the service offers they have developed and their increased visibility and credibility in the region all of which is in part due to the SEP. SEEE hope to use the surplus from services they sell and contracts they deliver to continue offering services which are less likely to be purchased directly, such as continuing their role as advocates and promoting what social enterprise is.

### *Project leads – indicators of ability to deliver in the future*

	SMART SE 2295	Stepping Up to Enterprise 2291	Multiplying Social Change	Collaboration Network 2292
<b>How much of the activity will continue after the Programme funding has terminated?</b>	0-25%	0-25%	75-100%	0-25%
<b>Between 2008 and 2011 did the overall capacity of your organisation increase or decrease?</b>	Small increase in capacity to deliver to social enterprises	Large increase in capacity to deliver to social enterprises	Small increase in capacity to deliver to social enterprises	No change in capacity to deliver to social enterprises



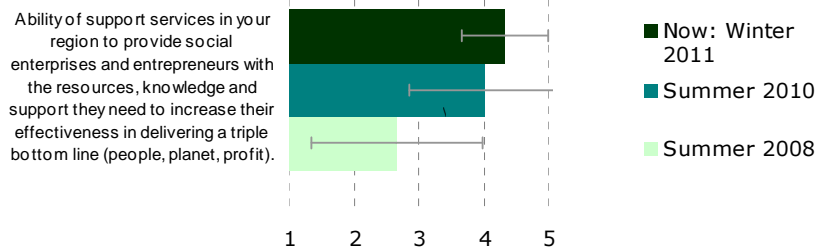
<b>After March 2011 do you expect the overall capacity of your organisation increase or decrease?</b>	Small decrease in capacity to deliver to social enterprises	Small increase in capacity to deliver to social enterprises	Small decrease in capacity to deliver to social enterprises	No change in capacity to deliver to social enterprises
<b>Do you feel better connected to other social enterprise support organisations?</b>	I feel a little better connected	I feel much better connected	I do not feel better connected	I feel much better connected
<b>Do you feel better connected to other frontline social enterprises?</b>	I feel much better connected	I feel a little better connected	I do not feel better connected	I feel much better connected

## East Midlands

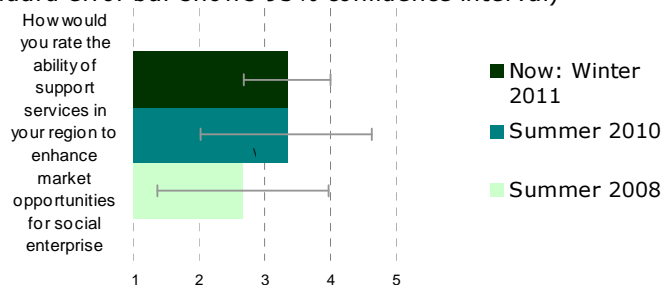
Regional Network:		Social Enterprise East Midlands (SEEM)
Projects	Stepping Up to Enterprise	High Peak CVS
	Collaboration Network	Mutual Advantage
	Making Money Matters	FATIMA Women's Network
	Multiplying Social Change	Social Enterprise East Midlands (SEEM)
	SMART Social Enterprise	East Midlands School for Social Entrepreneurs

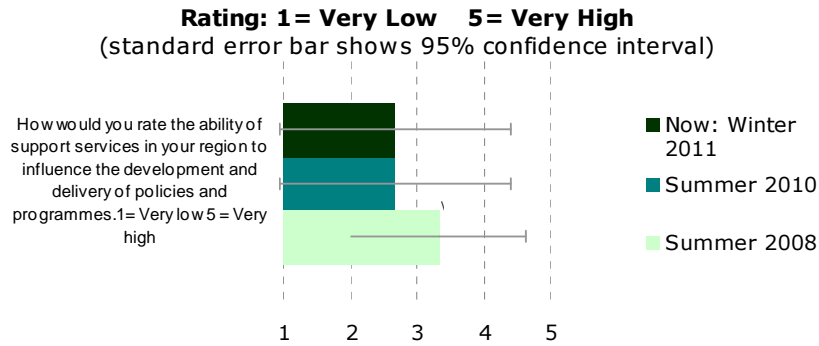
### Regional Project Lead's Ratings against Programme Outcomes

**Rating: 1 = Very Low 5 = Very High**  
(standard error bar shows 95% confidence interval)



**Rating: 1 = Very Low 5 = Very High**  
(standard error bar shows 95% confidence interval)





## Project activity

Project	SMART SE
<b>Overall, how much impact have you made?</b>	The project has made as much impact as expected
Project	Stepping Up to Enterprise
<b>Overall, how much impact have you made?</b>	The project has made as much impact as expected
Project	Multiplying Social Change
<b>Overall, how much impact have you made?</b>	The project has made as much impact as expected
Project	Collaboration Network
<b>Overall, how much impact have you made?</b>	The project has made as much impact as expected
Project	Making Money Matters
<b>Overall, how much impact have you made?</b>	[no response]

## Regional Network activity

The SEP is only a small part of the work SEEM has been doing. They have used some of the development monies in producing briefings and resources that are able to help frontline social enterprises identify market opportunities (eg low carbon economy, health). They have also been working on connecting demand and supply in procurement through a web platform. The SEP has also supported SEEM's internal changes, moving from a single broad network towards setting up clusters themed sub-networks around market sectors



## Future: Programme Legacy and Regional Snapshot

### *Regional Network – indicators of ability to deliver in the future*

<b>How much of the Regional Network's total activity will continue after the Programme funding has terminated?</b>	50-75%
<b>Between 2008 and 2011 did the overall capacity of your organisation increase or decrease?</b>	Small increase in capacity to deliver to social enterprises
<b>After March 2011 do you expect the overall capacity of your organisation increase or decrease?</b>	Small decrease in capacity to deliver to social enterprises
<b>Do you feel better connected to other social enterprise support organisations?</b>	I do not feel better connected
<b>Do you feel better connected to other frontline social enterprises?</b>	I feel a little better connected

### *Regional Network – plans for future*

SEEM has been revising its business model and is looking to be more sustainable and less dependent on grant funding. While SEEM has reduced its delivery volume since its peak, SEEM remains a large and well established network.

### *Project leads – indicators of ability to deliver in the future*

	Networking, Information and Influence 2296	Macro Coaching 2297	Social Enterprise Executive Development Scheme 2298
<b>How much of the activity will continue after the Programme funding has terminated?</b>	0-25%	0-25%	0-25%
<b>Between 2008 and 2011 did the overall capacity of your organisation increase or decrease?</b>	Large increase in capacity to deliver to social enterprises	Large increase in capacity to deliver to social enterprises	Small increase in capacity to deliver to social enterprises

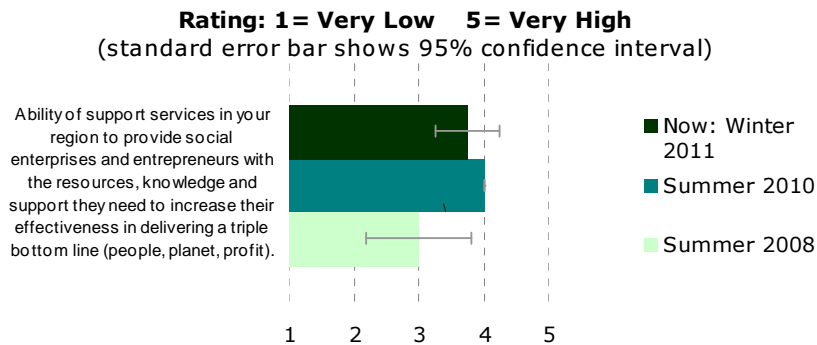


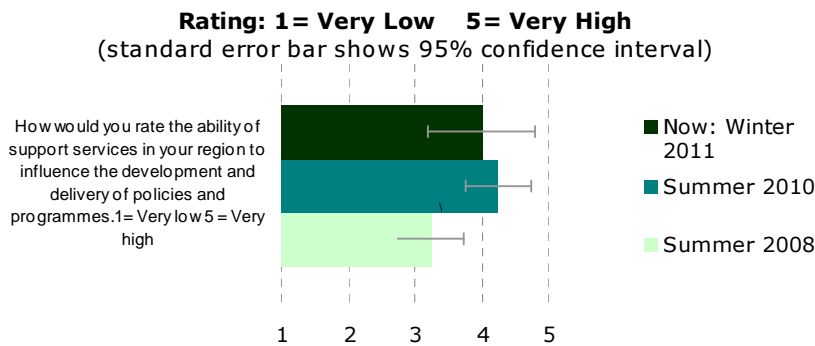
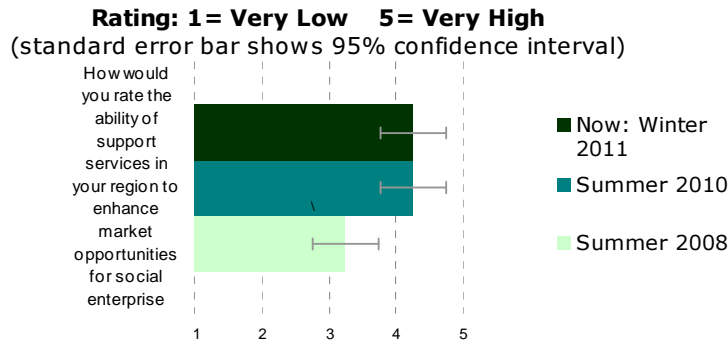
<b>After March 2011 do you expect the overall capacity of your organisation increase or decrease?</b>	Large decrease in capacity to deliver to social enterprises	Large decrease in capacity to deliver to social enterprises	Large decrease in capacity to deliver to social enterprises
<b>Do you feel better connected to other social enterprise support organisations?</b>	I feel much better connected	I feel much better connected	I feel a little better connected
<b>Do you feel better connected to other frontline social enterprises?</b>	I feel much better connected	I feel much better connected	I feel a little better connected

## London

Regional Network:		Social Enterprise London (SEL)
Projects	Local Networks for BME Social Enterprises	Black Training and Enterprise Group (BTEG)
	Social Enterprises engaging with Local Authorities	Common Purpose
	Social Enterprise Peer Support	School for Social Entrepreneurs
	OASES Project (Outcomes Assessment for Social Enterprises)	Social Enterprise London (SEL)
	Working Together Network (London Social Firms and Childcare Networks)	Social Firms UK and Westminster Children's Society

## Regional Project Lead's Ratings against Programme Outcomes





## Project activity

<b>Project</b>	Social Enterprise Peer Support
<b>Overall, how much impact have you made?</b>	The project has made as much impact as expected
<b>Project</b>	OASES Project (Outcomes Assessment for Social Enterprises)
<b>Overall, how much impact have you made?</b>	The project has made more impact than expected
<b>Project</b>	Social enterprises engaging with local authorities
<b>Overall, how much impact have you made?</b>	The project has made as much impact as expected
<b>Project</b>	Working Together Network (London Social Firms and Childcare Networks)
<b>Overall, how much impact have you made?</b>	The project has made as much impact as expected



**Project** Local Networks for BME Social Enterprises

**Overall, how much impact have you made?** [no response]

### Regional Network activity

The SEP has been only a small part of SEL’s support offer. They used the development grant largely to increase their membership (which expanded significantly as a result).

All regional networks had the opportunity and funding to network with the other Regional Networks and SEC in the SEKE group meetings. All regional networks also had some role in co-ordinating some meetings between the projects, cross promoting for projects, and learning from projects such that this knowledge could be transferred (eg through SEKE). All regions took on these roles to different degrees, but there was generally an opportunity missed in the SEP, in that there was no formal requirement/ incentive to divert development funds into promoting knowledge sharing among projects therefore this was not prioritised.

We asked the regional networks their thoughts on how much knowledge sharing took place:

<b>How much knowledge sharing was there between Regional Networks?</b>	It was about right
<b>How much knowledge sharing was there between projects?</b>	A little more would have been better

### Areas of Impact

This diagram represents the overall impact rated against each of the 29 STOs which projects were asked to self-assess their impact against. Larger words indicate a higher total impact in that area of support provision.<sup>4</sup>



<sup>4</sup> Formula for text size: Impact reported by each project was added together. The total was divided by three and rounded to the nearest integer. The font was set to that size (in pt).



Improved the regional distribution (eg to one subregional area or BME) or access to peer support provision or networking opportunities for social enterprises or social entrepreneurs

Increased volume or access to learning resources for social enterprises/social entrepreneurs (including databases, online information, information packs and examples of best practice)

Increased the sharing of information and understanding (knowledge management) by any means among social enterprises or among organisations supporting social enterprises/social entrepreneurs/potential social entrepreneurs/generic Third Sector organisations/VCS or between combinations of these organisations

Improved the regional distribution (eg to one subregional area or BME) or access to social enterprise/social entrepreneur/support organisation learning resources or learning

### Increased training of social enterprises or social entrepreneurs

Improved understanding of successful public sector contract winning among social enterprise, social entrepreneurs or support organisations

Improved understanding/research of market or financial opportunities (eg emerging markets or financial diversification) among social enterprises, social entrepreneurs, potential social entrepreneurs or support organisations

Improved awareness or understanding among public sector procurers/commissioners of the value of social enterprise

Increased formal networking opportunities between stakeholders (eg public sector commissioners or private sector businesses) and social enterprises/social entrepreneurs/potential social entrepreneurs

Improved or increased awareness or understanding among social enterprises or organisations supporting social enterprise of social value assessment tools (eg SROI).

Improved the regional distribution (eg to one subregional area or BME) or access to market opportunities or demonstration of value for social enterprises

Improved ability for consortia formation between social enterprises

## Future: Programme Legacy and Regional Snapshot

### *Regional Network – indicators of ability to deliver in the future*

<b>How much of the Regional Network's total activity will continue after the Programme funding has terminated?</b>	50-75%
<b>Between 2008 and 2011 did the overall capacity of your organisation increase or decrease?</b>	Large increase in capacity to deliver to social enterprises
<b>After March 2011 do you expect the overall capacity of your organisation increase or decrease?</b>	Small decrease in capacity to deliver to social enterprises
<b>Do you feel better connected to other social enterprise support organisations?</b>	I feel much better connected
<b>Do you feel better connected to other frontline social enterprises?</b>	I feel a little better connected

### **Regional Network – plans for future**

SEL is a large regional network with diverse income streams, they have been charging frontline social enterprises for many of their services for several years and this will continue as SEP has been only a small part of SEL's activity. The increase in membership (now 2000+) that the SEP contributed towards is the principal legacy of the programme.

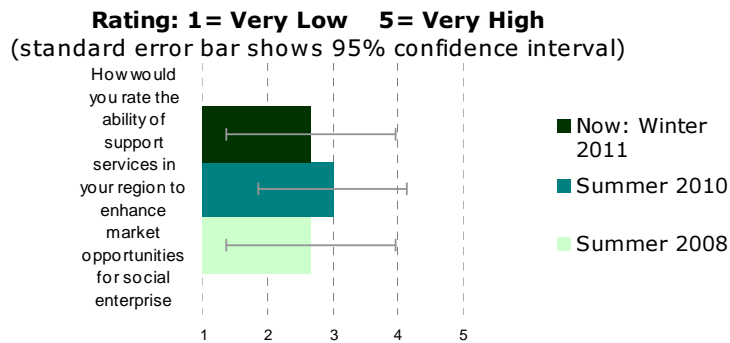
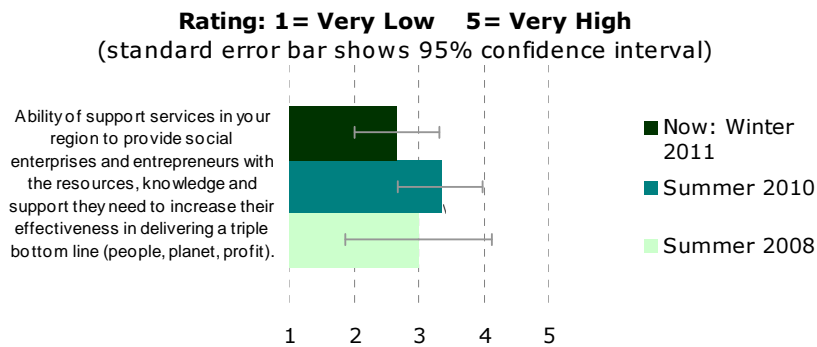
### **Project leads – indicators of ability to deliver in the future**

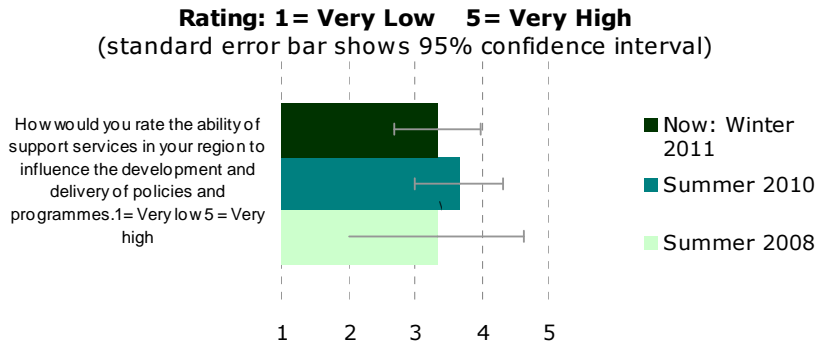
	Social Enterprise Peer Support 2289	Outcomes Assessment for Social Enterprise 2286	Social enterprises engaging with local authorities 2288	London Social Firms & Childcare Networks 2278
<b>How much of the activity will continue after the Programme funding has terminated?</b>	25-50%	50-75%	50-75%	25-50%
<b>Between 2008 and 2011 did the overall capacity of your organisation increase or decrease?</b>	Large increase in capacity to deliver to social enterprises	Large increase in capacity to deliver to social enterprises	Large increase in capacity to deliver to social enterprises	Small increase in capacity to deliver to social enterprises
<b>After March 2011 do you expect the overall capacity of your organisation increase or decrease?</b>	Large decrease in capacity to deliver to social enterprises	Small decrease in capacity to deliver to social enterprises	Small increase in capacity to deliver to social enterprises	Small decrease in capacity to deliver to social enterprises
<b>Do you feel better connected to other social enterprise support organisations?</b>	I feel a little better connected	I feel much better connected	I feel much better connected	I feel a little better connected
<b>Do you feel better connected to other frontline social enterprises?</b>	I feel much better connected	I feel much better connected	I feel much better connected	I feel much better connected

## North East

Regional Network:		North East Social Enterprise Partnership (NESEP)
Projects	Communications and Networking Development	North East Social Enterprise Partnership (NESEP)
	Northumberland Prosperity	Rural Enterprise Action (reaction)
	Consistent Support Structures	Sustainable Enterprise Strategies (SES) (accountability removed from Social Enterprise North East)

### Regional Project Lead's Ratings against Programme Outcomes





## Project activity

<b>Project</b>	Northumberland Prosperity
<b>Overall, how much impact have you made?</b>	The project has made as much impact as expected
<b>Project</b>	Consistent Support Structures
<b>Overall, how much impact have you made?</b>	The project has made as much impact as expected
<b>Project</b>	Communications and networking development
<b>Overall, how much impact have you made?</b>	The project has made more impact than expected

## Regional Network activity

NESEP have used the SEP funds to develop and undertake a role as a regional coordinating body for social enterprises. For example they were able to use some of the development monies to bring together stakeholders of a different funding stream (from OCS) to get better value from that funded project.

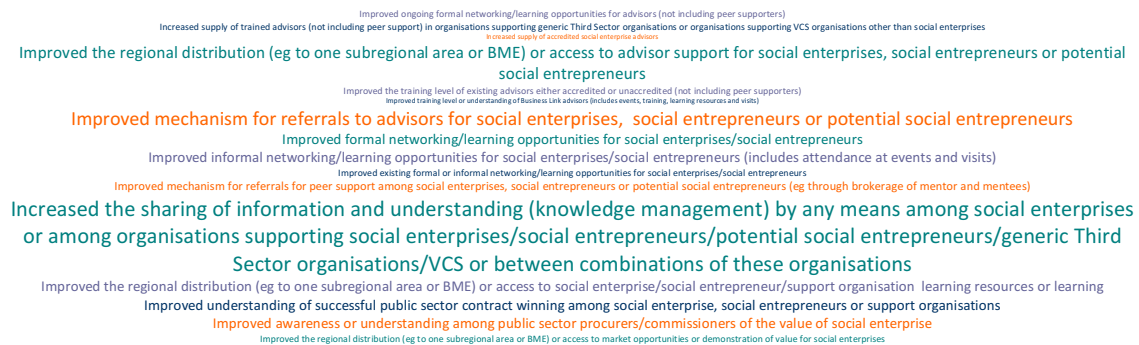
All regional networks had the opportunity and funding to network with the other Regional Networks and SEC in the SEKE group meetings. All regional networks also had some role in co-ordinating some meetings between the projects, cross promoting for projects, and learning from projects such that this knowledge could be transferred (eg through SEKE). All regions took on these roles to different degrees, but there was generally an opportunity missed in the SEP, in that there was no formal requirement/ incentive to divert development funds into promoting knowledge sharing among projects therefore this was not prioritised.

We asked the regional networks their thoughts on how much knowledge sharing took place:

<b>How much knowledge sharing was there between Regional Networks?</b>	A little more would have been better
<b>How much knowledge sharing was there between projects?</b>	A little more would have been better

## Areas of Impact

This diagram represents the overall impact rated against each of the 29 Short Term Outcomes which projects were asked to self-assess their impact against. Larger words indicate a higher total impact in that area of support provision.<sup>5</sup>



## Future: Programme Legacy and Regional Snapshot

### *Regional Network – indicators of ability to deliver in the future*

<b>How much of the Regional Network's total activity will continue after the Programme funding has terminated?</b>	50-75%
<b>Between 2008 and 2011 did the overall capacity of your organisation increase or decrease?</b>	Small increase in capacity to deliver to social enterprises
<b>After March 2011 do you expect the overall capacity of your organisation increase or decrease?</b>	Large increase in capacity to deliver to social enterprises
<b>Do you feel better connected to other social enterprise support organisations?</b>	I feel much better connected
<b>Do you feel better connected to other frontline social enterprises?</b>	I feel much better connected

<sup>5</sup> Formula for text size: Impact reported by each project was added together. The total was divided by three and rounded to the nearest integer. The font was set to that size (in pt).

### **Regional Network – plans for future**

NESEP hope to continue in their role as a small regional network that acts as a co-ordinating body for social enterprise support bodies in the North East. Through SEKE group, NESEP (along with other northern regional networks) have new access to national (otherwise London-centric) knowledge and voice (particularly is SEKE is successful in finding a voice in at a national policy level).

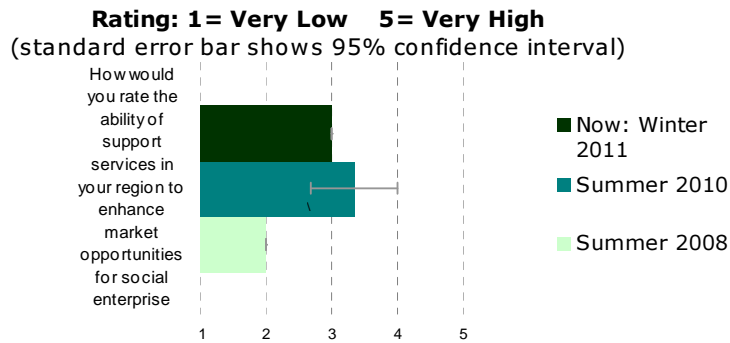
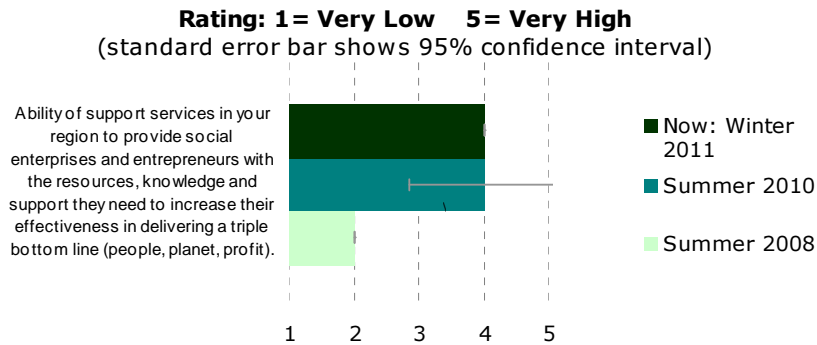
### **Project leads – indicators of ability to deliver in the future**

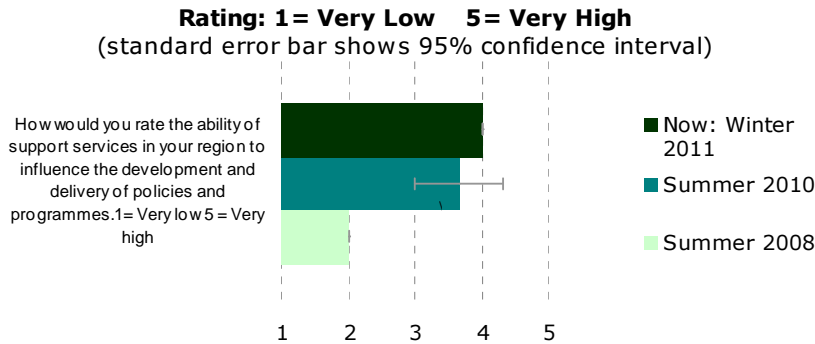
	Northumberland Prosperity 2331	Consistent Support Structures 2327	Communications and networking development 2328
<b>How much of the activity will continue after the Programme funding has terminated?</b>	75-100%	50-75%	50-75%
<b>Between 2008 and 2011 did the overall capacity of your organisation increase or decrease?</b>	Small increase in capacity to deliver to social enterprises	Small increase in capacity to deliver to social enterprises	Small increase in capacity to deliver to social enterprises
<b>After March 2011 do you expect the overall capacity of your organisation increase or decrease?</b>	No change in capacity to deliver to social enterprises	Large decrease in capacity to deliver to social enterprises	Large increase in capacity to deliver to social enterprises
<b>Do you feel better connected to other social enterprise support organisations?</b>	I feel a little better connected	I feel much better connected	I feel much better connected
<b>Do you feel better connected to other frontline social enterprises?</b>	I feel a little better connected	I feel much better connected	I feel much better connected

## North West

Regional Network:		Social Enterprise North West (SENW)
Projects	Catalysing Consortia	Social Enterprise Lancashire Network (SELNET)
	Financial Diversification	Social Enterprise Lancashire Network (SELNET)
	Peer to Peer Mentoring North West	Social Enterprise North West (SENW)

### Regional Project Lead's Ratings against Programme Outcomes





## Project activity

### Project

Peer to Peer Mentoring by SENW

### Overall, how much impact have you made?

The project has made more impact than expected

### Project

Catalysing Consortia

### Overall, how much impact have you made?

The project has made as much impact as expected

### Project

Financial Diversification

### Overall, how much impact have you made?

The project has made more impact than expected

## Regional Network activity

SENW have used some of the development monies to undertake research projects such as evaluations of support services, and they have used the investments to increase the value of other investments in the region – including development of an ERDF bid and leverage for additional funding for their peer to peer work in Merseyside.

All regional networks had the opportunity and funding to network with the other Regional Networks and SEC in the SEKE group meetings. All regional networks also had some role in co-ordinating some meetings between the projects, cross promoting for projects, and learning from projects such that this knowledge could be transferred (eg through SEKE). All regions took on these roles to different degrees, but there was generally an opportunity missed in the SEP, in that there was no formal requirement/ incentive to divert development funds into promoting knowledge sharing among projects therefore this was not prioritised.

We asked the regional networks their thoughts on how much knowledge sharing took place:

**How much knowledge sharing was there between Regional Networks?**  
**How much knowledge sharing was there between projects?**

It was about right  
 A little more would have been better

## Areas of Impact

This diagram represents the overall impact rated against each of the 29 STOs which projects were asked to self-assess their impact against. Larger words indicate a higher total impact in that area of support provision.<sup>6</sup>



## Future: Programme Legacy and Regional Snapshot

### *Regional Network – indicators of ability to deliver in the future*

<b>How much of the Regional Network's total activity will continue after the Programme funding has terminated?</b>	75-100%
<b>Between 2008 and 2011 did the overall capacity of your organisation increase or decrease?</b>	Small increase in capacity to deliver to social enterprises
<b>After March 2011 do you expect the overall capacity of your organisation increase or decrease?</b>	Large increase in capacity to deliver to social enterprises
<b>Do you feel better connected to other social enterprise support organisations?</b>	I feel much better connected
<b>Do you feel better connected to other frontline social enterprises?</b>	I feel much better connected

<sup>6</sup> Formula for text size: Impact reported by each project was added together. The total was divided by three and rounded to the nearest integer. The font was set to that size (in pt).

**Regional Network – plans for future**

SENW was a new regional network at the start of this programme, they report that the relationship building, credibility building and increased visibility have set them up to continue in a role as a small, regional network concentrating on co-ordinating delivery of social enterprise support across the region. They are also now able to look to deliver work internationally as a result of the SEP and will continue the services (peer mentoring) which they have developed during the programme.

**Project leads – indicators of ability to deliver in the future**

	Peer to Peer Mentoring by SENW 2329	Catalysing Consortia 2281	Financial Diversification 2282
<b>How much of the activity will continue after the Programme funding has terminated?</b>	25-50%	25-50%	0-25%
<b>Between 2008 and 2011 did the overall capacity of your organisation increase or decrease?</b>	Large increase in capacity to deliver to social enterprises	Large increase in capacity to deliver to social enterprises	Large increase in capacity to deliver to social enterprises
<b>After March 2011 do you expect the overall capacity of your organisation increase or decrease?</b>	Large increase in capacity to deliver to social enterprises	Small decrease in capacity to deliver to social enterprises	Small decrease in capacity to deliver to social enterprises
<b>Do you feel better connected to other social enterprise support organisations?</b>	I feel much better connected	I feel much better connected	I feel much better connected



**Do you feel better connected to other  
frontline social enterprises?**

I feel much  
better  
connected

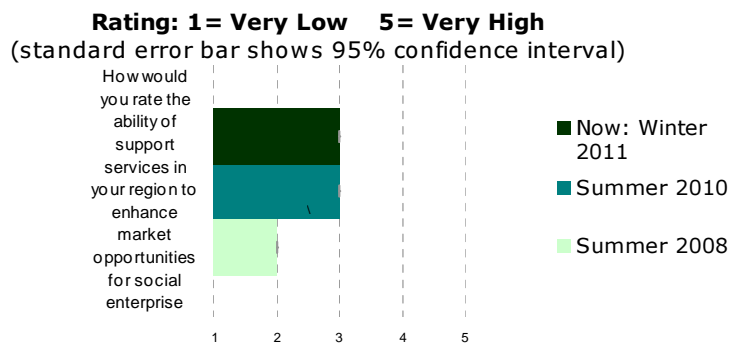
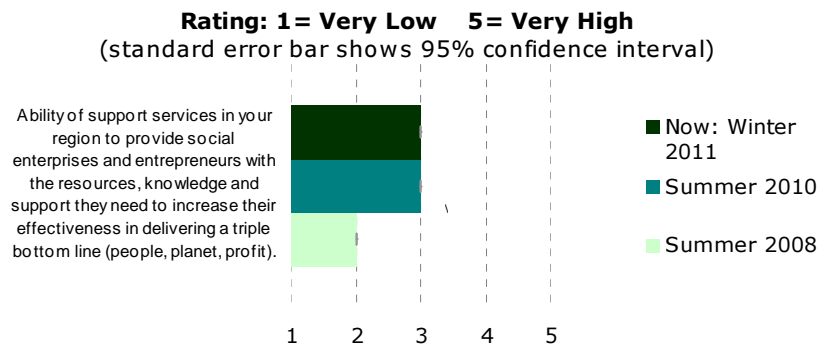
I feel much  
better  
connected

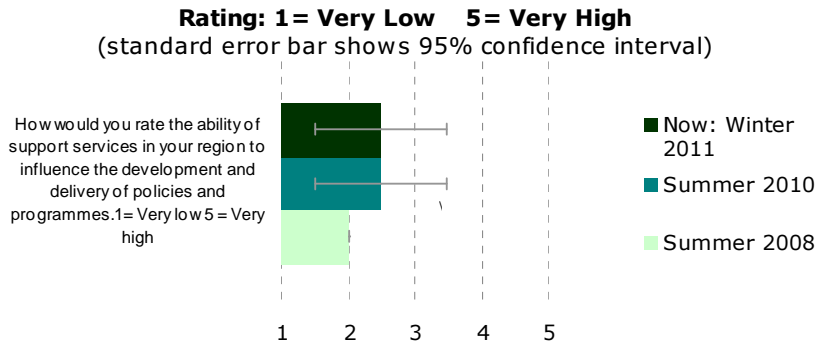
I feel much  
better  
connected

## South East

Regional Network:		Social Enterprise South East (se <sup>2</sup> )
Projects	The Better Project (Better Understanding for Better Opportunities)	Brighton and Hove Business in the Community Partnership
	Season (South East Social Enterprise Advice Improvement Network)	Co-operatives South East
	Communication for Action (C4A)	Social Enterprise South East (se <sup>2</sup> )

### Regional Project Lead's Ratings against Programme Outcomes





## Project activity

### Project

Overall, how much impact have you made?

### Season

The project has made as much impact as expected

### Project

Overall, how much impact have you made?

Better understanding for better opportunities

The project has made more impact than expected

### Project

Overall, how much impact have you made?

Communication for Action

[no response]

## Regional Network activity

Se2 has used the development monies as core costs and to enable further investment to be brought through the network (such as an OTS programme). The network serves to join up the existing sub-regional networks in the region.

All regional networks had the opportunity and funding to network with the other Regional Networks and SEC in the SEKE group meetings. All regional networks also had some role in co-ordinating some meetings between the projects, cross promoting for projects, and learning from projects such that this knowledge could be transferred (eg through SEKE). All regions took on these roles to different degrees, but there was generally an opportunity missed in the SEP, in that there was no formal requirement/ incentive to divert development funds into promoting knowledge sharing among projects therefore this was not prioritised.



We asked the regional networks their thoughts on how much knowledge sharing took place, but we received no response from this region.

## Areas of Impact

This diagram represents the overall impact rated against each of the 29 STOs which projects were asked to self-assess their impact against. Larger words indicate a higher total impact in that area of support provision.<sup>7</sup>



## Future: Programme Legacy and Regional Snapshot

### Regional Network – indicators of ability to deliver in the future

[no response]

### Regional Network – plans for future

Se2 is being dissolved and reformed to reflect the move away from regions as a political geography. It is unclear whether the increased capacity built up through the SEP will be maintained in the new structure, but se2 has always been a network of networks (it is not a membership organisation) with a low capacity to deliver in its own right.

<sup>7</sup> Formula for text size: Impact reported by each project was added together. The total was divided by three and rounded to the nearest integer. The font was set to that size (in pt).

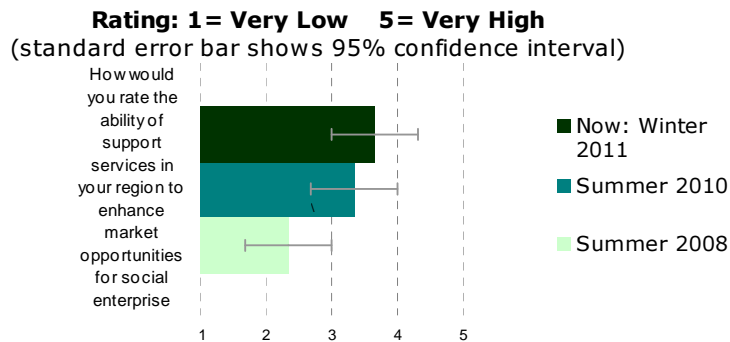
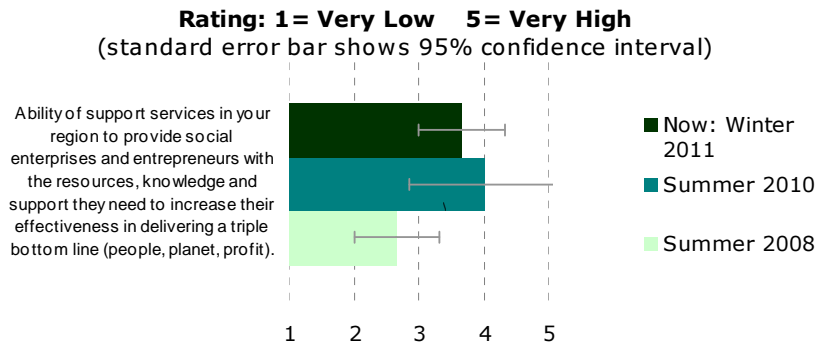
**Project leads – indicators of ability to deliver in the future**

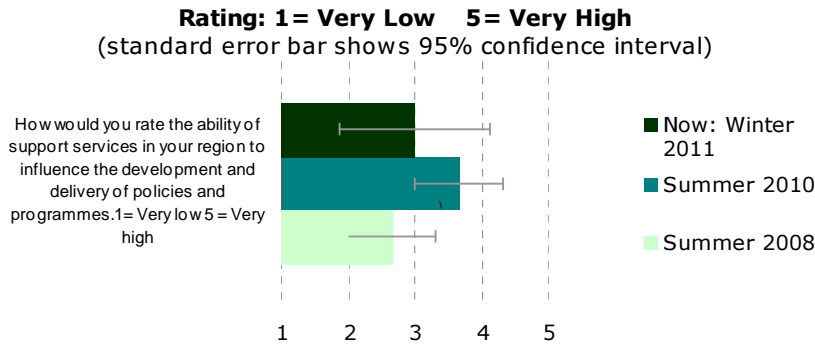
	Season 2279	Better understanding for better opportunities 2280
<b>How much of the activity will continue after the Programme funding has terminated?</b>	25-50%	0-25%
<b>Between 2008 and 2011 did the overall capacity of your organisation increase or decrease?</b>	No change in capacity to deliver to social enterprises	Small decrease in capacity to deliver to social enterprises
<b>After March 2011 do you expect the overall capacity of your organisation increase or decrease?</b>	No change in capacity to deliver to social enterprises	Large decrease in capacity to deliver to social enterprises
<b>Do you feel better connected to other social enterprise support organisations?</b>	I feel a little better connected	I feel much better connected
<b>Do you feel better connected to other frontline social enterprises?</b>	I do not feel better connected	I feel a little better connected

## South West

Regional Network:		RISE (Regional Infrastructure for Social Enterprise)
Projects	Reaching BME Communities	CEMVO (Council of Ethnic Minority Voluntary Sector Organisations)
	Social Enterprise Mark	RISE (Regional Infrastructure for Social Enterprise)
	Survive and Thrive (formerly, The Marketplace)	Development Trusts Association (DTA)
	The Leadership Challenge	Project COSMIC

### Regional Project Lead's Ratings against Programme Outcomes





## Project activity

<b>Project</b>	Social Enterprise Mark
<b>Overall, how much impact have you made?</b>	The project has made more impact than expected
<b>Project</b>	Survive and Thrive
<b>Overall, how much impact have you made?</b>	The project has made as much impact as expected
<b>Project</b>	Leadership Challenge
<b>Overall, how much impact have you made?</b>	The project has made more impact than expected
<b>Project</b>	Reaching BME Communities
<b>Overall, how much impact have you made?</b>	[no response]

## Regional Network activity

The SEP has only been a small part of RISE's activity over the period of the Programme, both for the regional development grant and the Social Enterprise Mark project.

All regional networks had the opportunity and funding to network with the other Regional Networks and SEC in the SEKE group meetings. All regional networks also had some role in co-ordinating some meetings between the projects, cross promoting for projects, and learning from projects such that this knowledge could be transferred (eg through SEKE). All regions took on these roles to different degrees, but there was generally an opportunity missed in the SEP, in that there was no formal requirement/ incentive to divert development funds into promoting knowledge sharing among projects therefore this was not prioritised.

We asked the regional networks their thoughts on how much knowledge sharing took place:

<b>How much knowledge sharing was there between Regional Networks?</b>	A little more would have been better
<b>How much knowledge sharing was there between projects?</b>	A little more would have been better

## Areas of Impact

This diagram represents the overall impact rated against each of the 29 STOs which projects were asked to self-assess their impact against. Larger words indicate a higher total impact in that area of support provision.<sup>8</sup>



## Future: Programme Legacy and Regional Snapshot

### *Regional Network – indicators of ability to deliver in the future*

<b>How much of the Regional Network's total activity will continue after the Programme funding has terminated?</b>	25-50%
<b>Between 2008 and 2011 did the overall capacity of your organisation increase or decrease?</b>	Small decrease in capacity to deliver to social enterprises
<b>After March 2011 do you expect the overall capacity of your organisation increase or decrease?</b>	Small increase in capacity to deliver to social enterprises
<b>Do you feel better connected to other social enterprise support organisations?</b>	I feel a little better connected
<b>Do you feel better connected to other frontline social enterprises?</b>	I feel a little better connected

<sup>8</sup> Formula for text size: Impact reported by each project was added together. The total was divided by three and rounded to the nearest integer. The font was set to that size (in pt).



**Regional Network – plans for future**

RISE are looking to provide new services, particularly paid-for services. They already have diverse income streams, but projects such as the Social Enterprise Mark are not yet functioning as income streams and they recognise that there may be a “tough time” for this relatively large and well established Regional Network.

**Project leads – indicators of ability to deliver in the future**

	Social Enterprise Mark 2301	The Marketplace 2284	Leadership Challenge 2330
<b>How much of the activity will continue after the Programme funding has terminated?</b>	75-100%	0-25%	25-50%
<b>Between 2008 and 2011 did the overall capacity of your organisation increase or decrease?</b>	Small increase in capacity to deliver to social enterprises	Large increase in capacity to deliver to social enterprises	Large increase in capacity to deliver to social enterprises
<b>After March 2011 do you expect the overall capacity of your organisation increase or decrease?</b>	Small increase in capacity to deliver to social enterprises	Small decrease in capacity to deliver to social enterprises	Small increase in capacity to deliver to social enterprises
<b>Do you feel better connected to other social enterprise support organisations?</b>	I feel much better connected	I feel a little better connected	I feel a little better connected



**Do you feel better connected to other  
frontline social enterprises?**

I feel much  
better  
connected

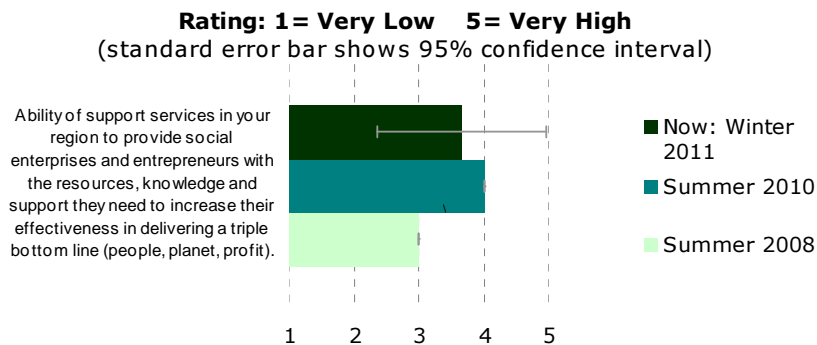
I feel much  
better  
connected

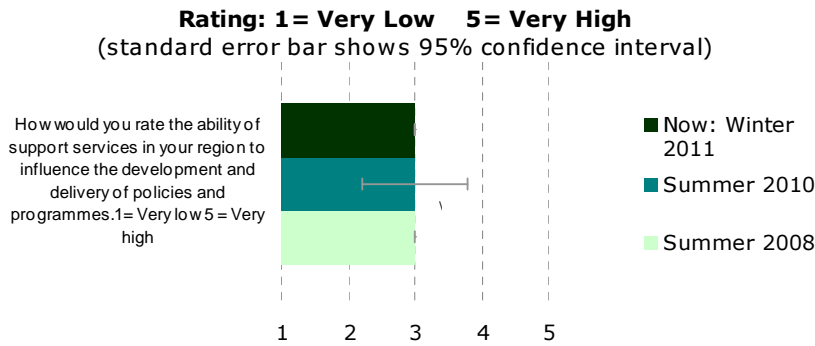
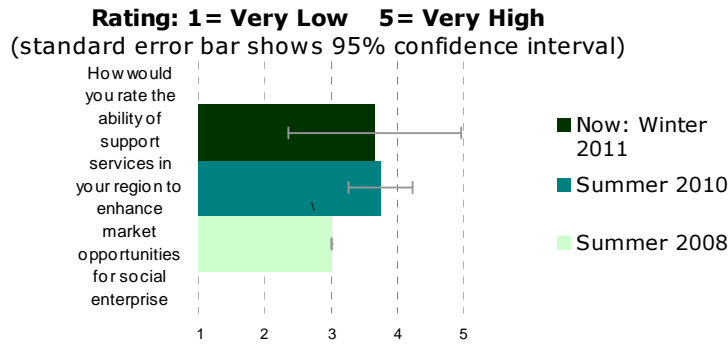
I feel much  
better  
connected

## West Midlands

Regional Network:		Social Enterprise West Midlands (SEWM) with Coventry and Warwickshire CDA
Projects	Access to Enterprise	i-SE (Initiative for Social Entrepreneurs)
	Adding value Winning Contracts	External Funding Matters
	UnLtd World West Midlands	FSE World (UnLtd)
	Peer to Peer Support Programme West Midlands	BRAP
	Trading Know How	Social Enterprise West Midlands (SEWM) with Coventry and Warwickshire CDA

### Regional Project Lead's Ratings against Programme Outcomes





## Project activity

<b>Project</b>	Peer to peer support programme by B:RAP
<b>Overall, how much impact have you made?</b>	The project has made more impact than expected
<b>Project</b>	Access to Enterprise
<b>Overall, how much impact have you made?</b>	The project has made as much impact as expected
<b>Project</b>	UnLtdWorld WM
<b>Overall, how much impact have you made?</b>	The project has made as much impact as expected
<b>Project</b>	Adding value – winning contracts by External Funding Matters Ltd
<b>Overall, how much impact have you made?</b>	The project has made as much impact as expected

**Project** Trading Know How

**Overall, how much impact have you made?** [no response]

## Regional Network activity

SEWM used some of the development grant to aid its core costs; the monies enabled the Regional Network to deliver services which benefit the movement without being a service anyone might purchase – for example promoting social enterprise or advocacy.

All regional networks had the opportunity and funding to network with the other Regional Networks and SEC in the SEKE group meetings. All regional networks also had some role in co-ordinating some meetings between the projects, cross promoting for projects, and learning from projects such that this knowledge could be transferred (eg through SEKE). All regions took on these roles to different degrees, but there was generally an opportunity missed in the SEP, in that there was no formal requirement/ incentive to divert development funds into promoting knowledge sharing among projects therefore this was not prioritised.

We asked the regional networks their thoughts on how much knowledge sharing took place, but we received no response from this region.

## Areas of Impact

This diagram represents the overall impact rated against each of the 29 STOs which projects were asked to self-assess their impact against. Larger words indicate a higher total impact in that area of support provision.<sup>9</sup>



<sup>9</sup> Formula for text size: Impact reported by each project was added together. The total was divided by three and rounded to the nearest integer. The font was set to that size (in pt).



## Increased the sharing of information and understanding (knowledge management) by any means among social enterprises or among organisations supporting social enterprises/social entrepreneurs/potential social entrepreneurs/generic Third Sector organisations/VCS or between combinations of these organisations

Improved the regional distribution (eg to one subregional area or BME) or access to social enterprise/social entrepreneur/support organisation learning resources or learning

### Increased training of social enterprises or social entrepreneurs

Improved understanding of successful public sector contract winning among social enterprise, social entrepreneurs or support organisations

### Improved awareness or understanding among public sector procurers/commissioners of the value of social enterprise

Improved or increased awareness or understanding among social enterprises or organisations supporting social enterprise of social value assessment tools (eg SROI).

Improved the regional distribution (eg to one subregional area or BME) or access to market opportunities or demonstration of value for social enterprises

## Future: Programme Legacy and Regional Snapshot

### *Regional Network – indicators of ability to deliver in the future*

[no response]

### *Regional Network – plans for future*

SEWM is becoming a social enterprise (CIC) itself – looking to deliver sustainably services which frontline social enterprise will purchase. The network worries that it may have a significantly reduced capacity particularly around its role in promoting the movement and providing a voice.

### *Project leads – indicators of ability to deliver in the future*

	Peer to peer support programme by BRAP 2300	Access to Enterprise 2305	UnLtdWorld WM 2283	Adding value – winning contracts by External Funding Matters Ltd 2306
How much of the activity will continue after the Programme funding has terminated?	50-75%	25-50%	75-100%	0-25%

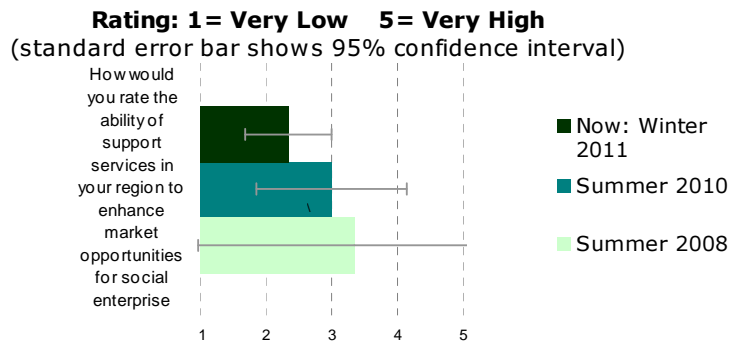
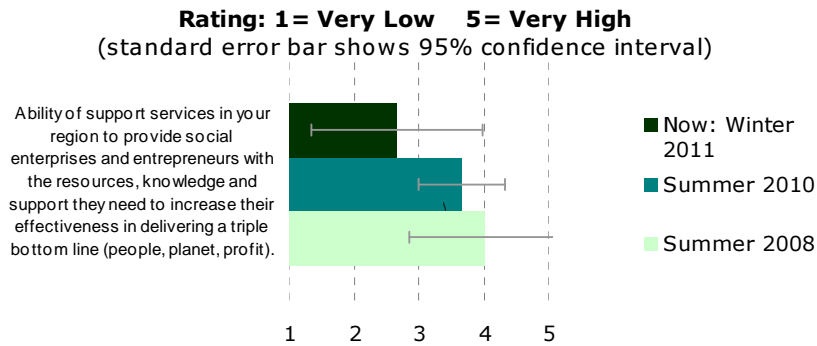


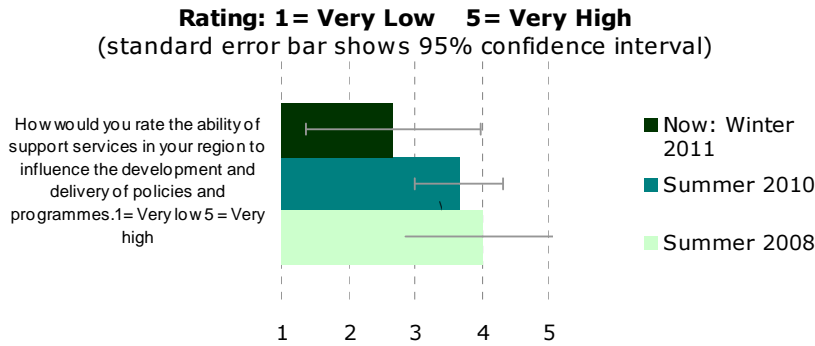
<b>Between 2008 and 2011 did the overall capacity of your organisation increase or decrease?</b>	Large increase in capacity to deliver to social enterprises	Small increase in capacity to deliver to social enterprises	Small increase in capacity to deliver to social enterprises	Large increase in capacity to deliver to social enterprises
<b>After March 2011 do you expect the overall capacity of your organisation increase or decrease?</b>	Large decrease in capacity to deliver to social enterprises	Small decrease in capacity to deliver to social enterprises	Large increase in capacity to deliver to social enterprises	Large decrease in capacity to deliver to social enterprises
<b>Do you feel better connected to other social enterprise support organisations?</b>	I feel much better connected	I feel much better connected	I feel much better connected	I feel a little better connected
<b>Do you feel better connected to other frontline social enterprises?</b>	I feel much better connected	I feel a little better connected	I feel a little better connected	I feel much better connected

## Yorkshire and the Humber

Regional Network:		Social Enterprise Yorkshire and the Humber (SEYH)
Projects	Professional and Continuing Development Project	Sheffield Community Enterprise Development Unit (SCEDU)
	Regional Network Programme	Social Enterprise Yorkshire and the Humber (SEYH)
	Selling Added Value	Social Enterprise Support Centre
	Footsey Plus	Yorkshire and Humber Regional Forum

### Regional Project Lead's Ratings against Programme Outcomes





## Project activity

<b>Project</b>	Selling Added Value Franchise
<b>Overall, how much impact have you made?</b>	The project has made as much impact as expected
<b>Project</b>	Footsey Plus
<b>Overall, how much impact have you made?</b>	The project has made as much impact as expected
<b>Project</b>	Regional Network Programme, a project by SEYH
<b>Overall, how much impact have you made?</b>	The project has made as much impact as expected
<b>Project</b>	Professional and Continuing Development Project
<b>Overall, how much impact have you made?</b>	[no response]

## Regional Network activity

SEYH focused its development spending on developing its membership. This is seen as necessary for its sustainability. SEYH used the monies to employ someone to improve the process of membership – consulting and developing the idea and then setting up a formal recruitment system for members. It also worked to better understand needs through a regional “state of the sector” survey and was able to cover some of its core costs.

All regional networks had the opportunity and funding to network with the other Regional Networks and SEC in the SEKE group meetings. All regional networks also had some role in co-ordinating some meetings between the projects, cross promoting for projects, and learning from projects such that

this knowledge could be transferred (eg through SEKE). All regions took on these roles to different degrees, but there was generally an opportunity missed in the SEP, in that there was no formal requirement/ incentive to divert development funds into promoting knowledge sharing among projects therefore this was not prioritised.

We asked the regional networks their thoughts on how much knowledge sharing took place:

<b>How much knowledge sharing was there between Regional Networks?</b>	It was about right
<b>How much knowledge sharing was there between projects?</b>	It was about right

## Areas of Impact

This diagram represents the overall impact rated against each of the 29 STOs which projects were asked to self-assess their impact against. Larger words indicate a higher total impact in that area of support provision.<sup>10</sup>



## Future: Programme Legacy and Regional Snapshot

### *Regional Network – indicators of ability to deliver in the future*

<b>How much of the Regional Network's total activity will continue after the Programme funding has terminated?</b>	25-50%
<b>Between 2008 and 2011 did the overall capacity of your organisation increase or decrease?</b>	Large increase in capacity to deliver to social enterprises
<b>After March 2011 do you expect the overall</b>	Large decrease in capacity to

<sup>10</sup> Formula for text size: Impact reported by each project was added together. The total was divided by three and rounded to the nearest integer. The font was set to that size (in pt).

capacity of your organisation increase or decrease?	deliver to social enterprises
Do you feel better connected to other social enterprise support organisations?	I feel much better connected
Do you feel better connected to other frontline social enterprises?	I feel much better connected

### ***Regional Network – plans for future***

SEP represented a very large proportion of the Regional Network's total funding. It has left it in a better position to deliver in the future (ie greater membership, greater knowledge –base and also development of a web platform that can be used as an income generating resource in future). It will remain as a small regional network and hopes to be more sustainable through paid-for services delivered to individual frontline social enterprises. They perceive that the role of Regional Networks in raising the profile of social enterprises has already become less important, which is fortunate as promotional activity is unlikely to be funded in future.

### ***Project leads – indicators of ability to deliver in the future***

	Selling Added Value Franchise 2303	Footsey Plus 2302	Regional Network Programme, a project by SEYH 2292
How much of the activity will continue after the Programme funding has terminated?	0-25%	0-25%	25-50%
Between 2008 and 2011 did the overall capacity of your organisation increase or decrease?	Large increase in capacity to deliver to social enterprises	Small increase in capacity to deliver to social enterprises	Large increase in capacity to deliver to social enterprises
After March 2011 do you expect the overall capacity of your organisation increase or decrease?	Large decrease in capacity to deliver to social enterprises	Small decrease in capacity to deliver to social enterprises	Large decrease in capacity to deliver to social enterprises



**Do you feel better connected to other social enterprise support organisations?**

I feel a little better connected

I feel a little better connected

I feel much better connected

**Do you feel better connected to other frontline social enterprises?**

I feel much better connected

I feel a little better connected

I feel much better connected