



» **FAST**  
**FORWARD**  
YOUR  
SOCIAL  
ENTERPRISE



## » OUR VALUES

- To act professionally with integrity and maintain confidentiality
- To ensure our customers get value for money
- To transfer skills and knowledge for lasting impact
- To be transparent and open in everything we do
- To create social value.

We are proud to be a Social Enterprise Mark holder and practice the values and approach to business we advocate.



Development in Social Enterprise CIC provides **bespoke social enterprise support** for individuals, charitable and voluntary groups and social enterprises – **helping you to grow.**

Our mission is simple: do **good business** and create **social value.** 100% of our profit is reinvested in achieving this purpose and helping our customers succeed.

# CREATING SOCIAL VALUE

We established Development in Social Enterprise CIC in March 2011 in direct response to budget cuts, service realignment and austerity measures that have seen the business support environment for civil society organisations (particularly small to medium) erode at a time of great need.

Civil society organisations deserve high quality, professional and value for money services to help navigate change and become stronger so that they can do what they do best: work with the most disadvantaged and transform lives.

We are led by our values and true social enterprise ethos that doesn't create dependency, but

works with key staff, managers and board members to actively transfer skills as a natural part of the support process.

**Our mission is simple:** do 'good business' and create social value. 100% of our profit is reinvested in achieving this purpose and helping our customers succeed.

Let's do 'good business' together.

**Dave Lane | Chief Executive**

Development in Social Enterprise CIC





# BUSINESS SUPPORT FOR **START-UPS**

Helping social enterprises get off the ground and develop into sustainable and impactful businesses is what we're good at. We work with social entrepreneurs and groups embarking on their enterprise journey, providing high quality and personalised support, mentoring and training.

For start-ups we keep our charges low and provide pro-bono advice where we can. The initial consultation is always free. Starting any business is hard work, and keeping it going even harder. Let us help you take that leap of faith so that you can start making a difference in your community.

## **We can help with...**

- **Assessing viability** – 'Great idea, but is it a business?'
- **Business planning** – doing the groundwork and gearing up for launch
- **Legal structures and governance** – choosing the right form and understanding your legal obligations
- **Company formation** – helping you register your business
- **Financing and cash flow** – making sure the numbers add up and you stay afloat
- **Funding and investment sources** – specifically for social enterprises
- **Understanding your market** and how to reach your customers
- **Networking opportunities** – to raise your profile and attract new business.

## » COMMUNITY ENTERPRISE

We get a buzz from working with people that want to take control of a problem in their neighbourhood or see an opportunity to make a difference. Whether it's a community centre, nursery, sports facility or youth club, we help 'community entrepreneurs' to create sustainable community enterprises that are owned by, run for and benefit local residents, and in turn boost their local economy.

## » PROFESSIONAL AND EXPERIENCED ADVISERS

Our business advisers are SFEDI\* (Gold) accredited which means they have been independently assessed and nationally recognised as having the skills and knowledge to help small businesses and social enterprises start, develop and grow.



ACCREDITED

\* The Small Firms Enterprise Development Initiative is the UK government's standards setting body for business support and enterprise.





# SUSTAINABILITY THROUGH ENTERPRISE

The economic climate and funding cuts are causing major upheaval for many voluntary organisations, community groups and charities, yet their services are needed now more than ever by disadvantaged communities and individuals.

Weathering the storm requires decisive action and for many organisations a fundamental re-think about the way they are structured, how services are delivered, the skills they have access to, how to compete and market their offer.

Business speak sounds daunting, and completely alien, but an entrepreneurial approach that holds on to your values and social mission can be one way of facing the challenges head-on and emerging more sustainable as a result.

## We can help with...

- **Diversifying income** and reducing dependency on funding and too few contracts
- **First steps to enterprise** and trading activity, exploring your options and what needs to change
- **Developing new services** – understanding your customers and how to reach them
- **Governance and risk management** – getting the Board ‘on-board’
- **Enterprise training** – empowering senior managers, board members and staff with the skills and knowledge to be confident and successful in managing entrepreneurial change
- **Setting up trading arms** and social enterprise conversions.



## » COMMUNITY ENTERPRISE FOR SUCCESS

Together with our partners – the BEST Network and Dynamic Marketing – DISE delivers the Community Enterprise for Success programme. Bespoke one-to-one business support is available to help voluntary and community organisations explore the potential for enterprise development and income generation, moving towards a sustainable future through trading activity.

Yes we're professional business advisers, but our support is grounded in many years' direct experience of working in the voluntary sector. We understand the pressures and constraints and offer tried and tested solutions to overcome obstacles for when things get tough.





# BUSINESS DEVELOPMENT CONSULTANCY

Sometimes, taking an objective look at what you do best, understanding how to adapt to changes beyond your control, or planning for an uncertain future is easier if you have a helping hand to guide you along the way. Dealing with the big strategic issues and the smaller immediate problems is a balancing act that many organisations struggle with.

Whether you need a consultant, coach or critical friend, we can offer experience and specialist knowledge to help your social enterprise or voluntary organisation become more resilient, take control of challenges ahead and achieve your vision of success.

## We can help with...

- **Business planning** for new ventures, enterprises and large scale capital projects, including asset transfer
- **Business support** – to grow your social enterprise and enter new markets
- **Feasibility studies** – to assess the commercial viability of new ideas and investment decisions
- **Business re-modelling** and restructuring services for improved financial returns and social impact
- **Enterprise development** – to create and package products and services for new and existing markets
- **Scaling up** – support to grow and expand, diversify and enter new markets.



## » DISABILITY RESOURCE CENTRE

“We approached DISE to re-model our organisation’s trading activities and help us move towards financial independence. An honest appraisal of our existing services was needed and DISE developed three business plans, grouping together smaller activities into coherent and distinct services.

“As a result, we were able to make informed decisions about how and where to invest resources and expand our horizons outside of Birmingham. The entire organisation is being supported to adopt an enterprise mind-set, promoting services to new markets, and using cost-effective approaches to achieve our goals without compromising on our values.”

**Louise McKiernan** | Chief Executive  
Disability Resource Centre



**ff** We clicked with DISE immediately. **Our ideas were explored in detail**, uncovering potential problems, but also recommending smarter ways to maximise income whilst reducing our environmental impact.”

## » CONSULTANCY YOU CAN TRUST

Unfortunately, too many of us have had at least one bad experience of external advisers and consultants. We know we’re different. Why? Because every client we work with, tells us so. In us, you’ll find a highly capable, professional and knowledgeable team that does what it says it will.

Hear first hand what it’s like to work with us; we can arrange for you to talk to our existing clients.



## » THREE TREES COMMUNITY CENTRE

In urgent need of repair and upgrade, the Three Trees Community Centre has been serving Chelmsley Wood residents, young and old, for over four decades. With a fundraising target of £650k to modernise the building, DISE was commissioned to produce a business plan that would not only determine the viability of various income generation ideas for the centre, but also form part of a bid to the Big Lottery for much needed capital investment.

“We clicked with DISE immediately. Our ideas were explored in detail, uncovering potential problems, but also recommending smarter ways to maximise income whilst reducing our environmental impact.

“The depth of social enterprise knowledge and experience that DISE brings is rare and carries tremendous weight in shaping our thinking and how we make our hopes a reality for Three Trees.”

**Neil Roberts | Minister**

Three Trees Baptist Church, North Solihull

## SOCIAL VALUE

Getting your head around all the tools and techniques to evidence what you achieve can seem onerous and complex, absorbing too much of your valuable time. Not knowing what to use, where to start and how to make the exercise worthwhile are common reasons why organisations fall at the first hurdle.

However, measuring social value doesn't have to be complicated. We keep things simple and manageable. By capturing your impact you'll learn more about how you operate, the improvements you can make and recognise your successes. You'll be in a position to use the findings to your advantage when competing for contracts.



By evidencing your impact you'll learn more about how you operate, the improvements you can make and **recognise your successes."**

### **We can help with...**

- **SROI** (Social Return on Investment) – helping you to understand, manage and communicate the social value that your work creates in a clear and consistent way
- **Social accounting and audit** – developing simple indicators to measure quality and performance
- **Impact maps** – creating clear, simple and visual representations of outcomes
- **Evaluations** – for funded projects or programmes, supporting applications for continuation funding
- **Stakeholder analysis** – to understand what stakeholders really think and how you can better engage them in your work
- **Attracting social investment** – to further increase your social impact.

## **» DEMONSTRATE YOUR SOCIAL VALUE**

### **The Public Services (Social Value) Act 2012**

requires that all government departments, local authorities, NHS bodies and housing associations consider social value (how the economic, social and environmental wellbeing of an area is going to be improved) whenever a new service is commissioned.

### **Need help to demonstrate your social value?**

We offer straightforward advice, training and support to get you started and keep on track.



# INVESTMENT AND CONTRACT READINESS

Falling short of procurement or commissioning requirements for public sector contracts, not having the right systems in place for funders, or being refused financial backing because you're not 'investment ready', is holding back thousands of civil society organisations in the West Midlands alone. This is even more frustrating when you know you're the organisation best placed to deliver.

Understanding what's going wrong, and putting it right, can open up opportunities to transform your organisation. Together we can look at areas for improvement and make the changes necessary to prepare you for success.

## We can help with...

- **Improving the business plan** – detailed market and customer analysis to test assumptions
- **Entering the supply chain** – take the right approach to find your route to market
- **Ready for commissioning** – get the systems and quality in place to secure contracts
- **Securing investment** – developing a strategy to navigate and understand, impact bonds, crowd source, social investment, and pitching to win
- **Competitive advantage** – understand your selling points and communicate them in a way that matters
- **Finding contracts** – procurement portals, e-tendering, public, private and government contracts.



A photograph of three men in a library or office setting. On the left, a younger man with dark hair and a light blue sweater is smiling. In the center, an older man with white hair and glasses is looking towards the right. On the right, another older man with glasses is smiling. They are all looking at a computer screen, which is partially visible on the left. The background shows bookshelves and a window. A semi-transparent dark grey box is overlaid on the left side of the image, containing text. A semi-transparent white box is overlaid on the right side of the image, containing text. A colorful curved graphic element is on the far right.

## » BUILDING CAPACITY

Developing the skills and knowledge of our clients to ensure their journey continues when we're no longer there is really important to us. We want our involvement to have a positive and lasting impact which is why we take a hands-on approach, transferring know-how every step of the way.

## BUILDING CONSORTIA

All too often 'working in partnership' really means a 'marriage of convenience'; the coming together of organisations that find common ground in the problems they face, but never really gel and mesh their talents and resources to achieve great things. We can help facilitate genuine collaboration, whether it takes the form of consortia, clusters, partnerships, or networks.

In our experience, co-operative approaches founded upon openness, trust and shared goals, can develop into sustainable win-win solutions for all parties, extending far beyond initial expectations.





## We can help with...

- **Shared vision and purpose** – start with the right foundations
- **Consortia formation** – models and structures, storming, norming and performing
- **Good governance practice** – for effective consortia management
- **Capacity building** – optimising your performance and developing members
- **Managing risk** – moving forward with confidence
- **Winning contracts** – converting hard work into new business
- **Contract delivery** – systems and processes, operational fit and coherence.

## » STRENGTH IN NUMBERS

BEST (Birmingham Employment Skills and Training Network) is an independent not-for-profit company that represents a consortium of over 60 civil society organisations delivering training services and employment skills provision across Birmingham.

Acting as an independent prime contractor for its members, commissioning bodies are able to contract with a large number of proven civil society providers through a single body.

DISE supported BEST to develop into a professional and self-sustaining network, delivering value for its members and opening up access to opportunities that otherwise would have been out of reach.

Such has been the success of BEST, it is a delivery partner in the ERDF funded Community Enterprise for Success programme, assisting voluntary organisations to become more enterprising.

## OUR PARTNERS



**“** The BEST Network values **the expertise** of DISE in supporting the Network and its members access new contract opportunities in an increasingly competitive marketplace.”

**Hamid Lea**  
BEST Network

**“** We work in partnership with DISE as we are confident that social entrepreneurs receive a bespoke, **quality service** from them.”

**Jayne Magee**  
Business in the Community West Midlands

**“** We regularly signpost civil society organisations to DISE, confident they will receive expert advice gained through years of experience in supporting social enterprises and voluntary organisations to trade sustainably. **Honest, reliable, creative thinkers** and good value for money.”

**Alan Crawford**  
Solihull Sustain



» EXPERT AND  
PROFESSIONAL  
**SOCIAL ENTERPRISE**  
BUSINESS ADVICE,  
CONSULTANCY  
AND TRAINING

**Development in  
Social Enterprise CIC**

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