



creating change by supporting change

THE RED REPORT 2011



PART I - RED OCHRE TODAY



Who we are

Red Ochre is a social enterprise. Established in 2002 it specialises in providing consultancy, training and research support to the social enterprise, the voluntary & community, and statutory sector. We also support and promote ethical business. Our services are delivered globally.

Red Ochre's vision is '*creating change by supporting change*'. We deliver this vision by providing clear and practical support to other agents of positive change. We achieve this by expert and innovative advice, training, research and evaluation, coaching and mentoring. We are committed to ensuring our support is available to all. The volume of recommendations we receive reflects our passion and commitment to our clients.

Red Ochre's multi-faceted team have a background in the commercial sector combined with many years of experience of working within the social and voluntary sectors. We have an understanding of the values of the social economy sector as well as its aspirations. We are able to bring good enterprise practice and process to the sector. Our blended approach has proved to be both appealing and effective.

Red Ochre's profile is best noted for the work we do on sustainability and managing change. We work with aspiring and existing organisations to scale up and become investment ready; we coach and mentor sector leaders. We have been identified by researchers and the UK government as being one of the leading independent support agencies for social enterprises in UK.



What we do

Red Ochre provides advisory professional services aimed specifically at the social economy (civil society). We support social enterprise, charities, community groups, ethical and green businesses, statutory agencies, government departments as well as individuals who champion positive change. Our work is always tailored around our clients' needs and generally falls into:

- **Bespoke consultancy** - delivering tailor made business support to individuals and organisations. From strategic planning, organisational development and accessing procurement opportunities to merger and partnerships, spin-outs and replication.
- **Training** - Developing and delivering bespoke, accredited and public training.
- **Enterprise programmes**- Designing, delivering and project managing capacity-building programmes on behalf of commissioners, through a mix of one-to-one support, training, mentoring and networking support (over 1 to 3 years).
- **Research and publications** - Undertaking research at a local and national level, on key issues relative to the social economy and writing a range of reports and guides.
- **Impact and evaluation** - Carrying out impact data scoping; analysing and reporting; understanding social change and providing toolkits and methodologies.
- **Mentoring, coaching and facilitation** - Bespoke mentoring and coaching for individuals and teams.



Awards, panels and partnerships

Accreditation Organisational/ individuals

- Investors in People
- Customer First
- Institute of Chartered Accountants

SFEDI
Institute of Business Consulting
Institute of Leadership & Management

Strategic Partnerships

- British Library Business & IP Centre
- Coin Street Community Builders
- Community Action Network
- Social Firms UK

Locality
Barnardos
Carbon Leapfrog
London Community Recycling Network

Consultancy Panels

- Social Enterprise UK
- ACEVO
- Business Link
- NCVO
- Community Development Foundation
- Directory of Social Change

Locality - Pool
Futurebuilders/Adventure Capital Fund
CAF
Partnerships UK
Co-Op College

Awards

- 2008 Social Enterprise Mentor of the Year (Uday Thakkar)
- SFEDI Ambassador (Robert Foster)
- Westminster Volunteer Partnership 2009 award (Penny Daly)
- UAE Government award for Empowerment of Women into the Workplace 2007 (Penny Daly)



2002-2010 in numbers

BAMER Groups
(Black Asian Minority
Ethnic & Refugee)

68%



PRO-BONO Clients
(individuals and
small groups)

900+



Over
800 organisations
1-12 days support

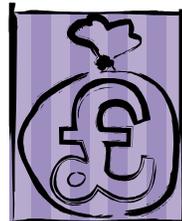


Training
Over
10,000
participants



**Loan and grant
funding
raised for clients**

>£7.6m



**WOMEN-led
Groups**
44%



PART II - OUR IMPACT ON:

Individuals

Organisations

Communities and local economies



Change through individuals

Whilst no social entrepreneur works alone, the people they work with are critical to their success. Supporting individuals is a crucial part of Red Ochre's work.

Through our training, mentoring and 1 to1 business support we are able to build skills and confidence in individuals. Our approach is enhanced by delivering practical training and mentoring that leads to improved organisational and personal skills. We have mentored and coached numerous leaders, people with ideas, change agents, individuals and teams and have a proven track record in helping them achieve the change they seek. Our approach is always to understand the needs and perspective of our clients and to apply our skills with clarity, passion and a touch of humour. We always aim to give the best practical advice and guide our clients to other appropriate support services. Seeing how individuals change and realise their potential and power through learning and applying entrepreneurial skills is something we enjoy.



“The staff at Red Ochre has been fantastically helpful, and has consistently gone over and above the contracted minimum requirements to help us with the business, in terms of extra days, pulling in personal favours and contacts and generally including us in the social enterprise community where ever possible. These are exactly the types of people and organisations who the government must give support if they are to take the Big Society seriously”

Jake Lawy, CEO The Chocolution



Training - our offer & clients

Our training is a large part of our impact on individuals. We have trained over 10,000 participants since 2003 and currently train over 2,000 people a year. We evaluate all our training sessions and consistently receive excellent feedback and continuous repeat business

Our workshops cover a variety of technical subjects including strategy, business planning, legal structures, finance and funding, management, marketing, governance, impact and evaluation, as well as soft skills such as leadership, presentation and communication skills, team recruitment and development, succession planning, mergers, partnerships and collaboration

Much of our training is delivered on behalf of other organisations such as local authorities, membership/umbrella/network organisations, social sector infrastructure entities, Business Links and other enterprise supporters. We also deliver workshops under our own name much of it in partnership with the British Library Business & IP Centre (recognised as one of the best enterprise support deliverer in the UK)

Our workshops are delivered across the UK and increasingly on a global basis. Recently workshops have been delivered in Eastern Europe, the Middle East and Asia.



Training - Key figures

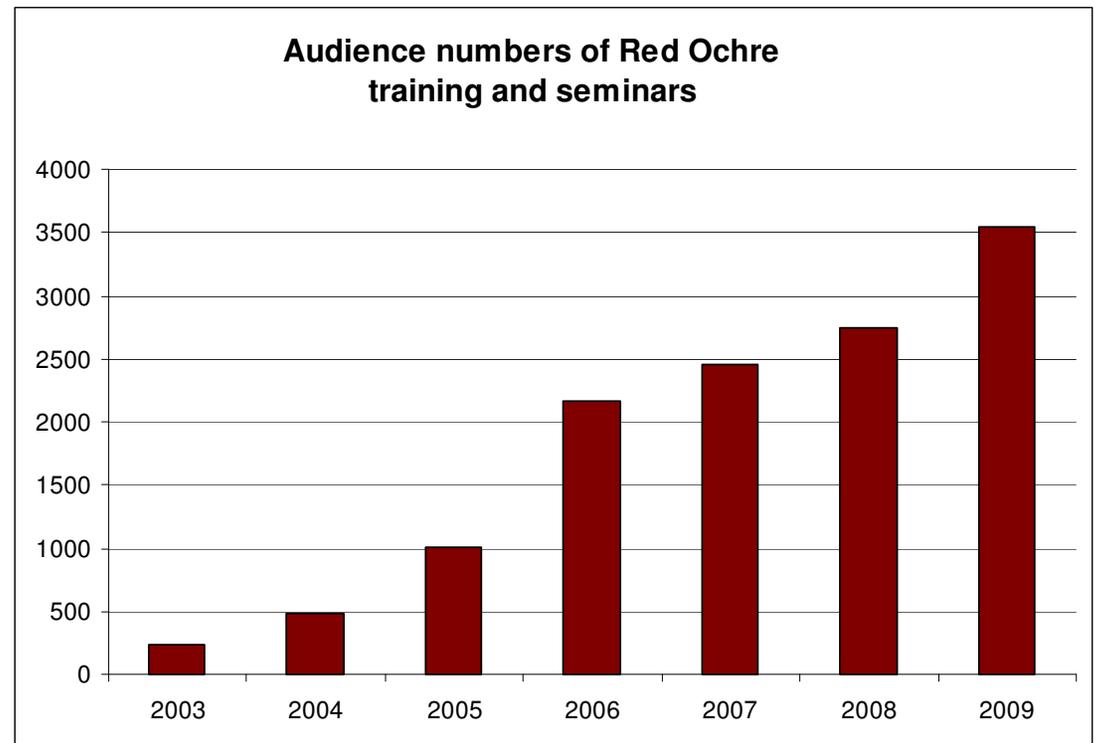
We estimate that we have delivered:

Over 120 “Introduction to social enterprise and legal structures” workshops to over 1,500 individuals.

Over 120 “Finance Masterclass/ Financial Management” workshops to over 1,000 individuals.

Over 100 “Marketing and sales” workshops to over 1,500 individuals.

Over 50 “Socio-economic impact” workshops to over 800 individuals.



Case study: Chess clubs in South London

Peter's story:



I was sat quietly having lunch with my wife one summer day. A consultant from Red Ochre approached and told us about a programme to support people to set up enterprises on a local estate. She persuaded me that I had nothing to lose by trying 'one session'. 8 weeks later, I had set up my first chess club in a local school. We now have clubs in schools throughout the area with waiting-lists, our young people are winning national competitions and we have a Russian Grand Master coming to train us.

None of this would have been possible without the innovative and inspirational Red Ochre support. They worked with me to take a germ of an idea and make it a reality. In turn, this has meant that we have been able to interest, challenge and develop young people in one of the most deprived communities in South London. School attendance has risen, there's a sense of pride in our achievements - and I get recognised in our local supermarkets as 'the chess man'!



PART II - OUR IMPACT ON:

Individuals

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Communities and local economies



Growing and supporting organisations

We provide clear and practical support to aspiring and existing organisation and enterprises to enable them to scale up, become investment ready, achieve sustainability and manage change.

We work with civil society, social economy, private and public organisations.

We have worked with over 800 organisations from social sector start-ups as well as assisting some of the largest charities in the UK with various strategic changes and business modifications. We've helped them build their capacity to deliver tangible social change. We are on the consultancy panel of just about every major social sector support body or network.



“Red Ochre have offered us something special and unique, which has resulted in a truly rewarding publication for VCW.”

Naama Wartenburg, Head of Youth Volunteering, Vinvolved Central London

“Thank you for so ably navigating us through what could have been a difficult day with all the undercurrents. I felt it really brought the team together and gave us positivity at a difficult time.” **CEO, Rights of Women**



Some of our recent clients

Organisations Direct engagement

- Barnardos
- Action for Children
- The Young Foundation
- Unltd
- Social Enterprise UK
- Timebank
- Age Concern
- Mind
- Carers UK
- Circle Anglia
- Notting Hill Housing
- Amicus Horizon
- Cranfield University
- Imperial College
- University of the Arts
- Brunel University
- Roehampton University
- Chartered Inst. for Logistics & Transport

Panels & brokered services/ 2nd tier organisations

- Locality
- CAN
- ACEVO
- CAF
- Social Investment Business
- SE London/ Berks/East + West Midlands
- Coin Street Community Builders
- Regional Development Agencies
- NESTA
- Volunteer Centres
- Community & Voluntary Associations
- Community Development Foundation
- Local Partnerships
- Business Links

Local and regional authorities, Statutory bodies

- Department for Transport
- Department for Children, Schools and families
- LB Havering/ Lambeth
- LB Southwark/ Hammersmith
- LB Islington/ Hounslow
- LB Croydon/ Harrow
- LB Camden/ Kensington
- West Sussex County Council

Funders

- Capacity Builders
- NDC
- Esmee Fairbairn
- London Councils



Case study: Growing organisations



The Ready to Grow (R2G) programme (2008 - 2011) was a specialist support programme to start or grow new and existing social enterprise within the Black, Asian and Minority Ethnic (BAME) and Refugee communities in London.

R2G created 17 new enterprises. A further 200 individuals who participated in aspects of the programme have been inspired to start social or commercial enterprises.

An external assessment of 13 existing social enterprises (conducted before the end of the programme) found:

- Combined turnover increased by over £618,000. The average increase in turnover per organisation was £52,000
- At least 39 new jobs (FTE) and 23 new volunteer positions were created
- An additional £74,000 in contracts were accessed and nearly £20,000 of loan or grant capital raised
- 69% of respondents stated that R2G had had a major impact on clarifying their business model.
- Nearly 80% stated that they had made useful contacts through direct R2G referrals

R2G participants have greatly increased their socio-economic impact:

- By February 2011 R2G participants have reached an additional 18,000 beneficiaries
- In 2011, the value of services provided by 11 organisations on R2G was over £500K



Case studies: Sustainable change



MyBnk is an award-winning social enterprise established in 2007 which builds young people's knowledge, skills and confidence to manage their money effectively and make enterprising choices throughout their lives.

Early in 2008 Red Ochre assisted **MyBnk** to make major changes to its strategy, marketing and funding. This was done through a series of workshops and mentoring of the senior management team. Subsequently **MyBnk** has regularly returned to Red Ochre to get help with sales training, strategy, finance, replication and leadership and management support and mentoring.

Lily Lapenna, **MyBnk**'s founder and chief executive, a former Young Social Entrepreneur of the Year and an Ashoka Fellow, is a vocal ambassador. She readily acknowledges the quality of support received, and has referred on numerous social entrepreneurs to Red Ochre.



Andre Hackett - YEP graduate

We Make a Change is a youth lead social enterprise that designs, manufactures and distributes T shirts with positive messages to reduce knife and gun crime, drug usage, etc. Andre, from Streatham, joined the **Red Ochre YEP** programme in 2009, and has been involved in a number of initiatives, including: *Think outside the Blox*, branded t-shirt campaign to challenge "ghetto" and "postcode" mentality in South London. He has sold more than 8,000 'STOP' T shirts across UK.

And - together with Richard Abiona (another **YEP graduate**) runs **London Mobile Studios** (using music to engage with young people aged 11-19 to develop a culture of pro-activeness within their community). They have won the **Striding Out** World Skills 2010 competition and were featured on Jenni Falconer's **Secret Santa**.

They have gone on to win many National awards for their work in the community.



"Red Ochre are a fantastic organisation to work with, not only do they lead in supporting Social Entrepreneurs and on Social Enterprise, but they are professional, competent and experts in their field. Uday and his team are passionate about the work they carry out and deliver exceptionally high quality support and advice".

G. Rose, Business Engagement Manager, the British Library Business & IP Centre - (Acknowledged as one of the UK's leading enterprise support centres)



PART II - OUR IMPACT ON:

Individuals

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Communities and local economies

Red Ochre's support for sustainable development and employment creation is undertaken specifically to create positive change at a community or locality level. We are committed to wider change and sustainable development - and we are in it for the long run.

We have supported over 900 individuals and small groups with pro-bono, one to one, mentoring support. This support is accessible for communities and individuals who do not have the financial resources -yet, but have the commitment and ability, to make a positive difference.

Red Ochre has also been very successful in delivering enterprise skills programmes in areas of high social deprivation and unemployment. Many of the people we engage with have given up hope of employment or have ideas and passions which they have not been able to convert into an enterprise. Through a mix of workshops, mentoring and coaching we have assisted spirited individuals to become self employed or start new enterprises, either social or commercial. Many more participants of these programmes have been motivated to seek employment.



'If you set up one social enterprise this year, I'll class this a success.'

Richard M, Director of a NDC programme in South London about Red Ochre's community enterprise development project.

9 months later ... 14 enterprises were trading!



Social economy support programmes

Red Ochre has designed, delivered and project managed many commissioned support programmes which aim to reignite the enterprise capabilities inherent in all communities. Most recently:

Secure Your Future (2010-2011): 1 year programme supporting directly 15 (and indirectly a further 300) Islington based community organisations to grow and become more sustainable trading /social enterprise. Funded by London Borough of Islington

Aylesbury Community Enterprise (2009-2010): 1-year programme developing community enterprises on the Aylesbury Estate, Southwark, funded by NDC/ Southwark Council. The Estate had few commercial enterprises, let alone social enterprises. The project was designed to bring people together and communities for economic development and social gain. 14 enterprises established and training delivered to over 50 individuals.

Youth Enterprise Project (2008-2009): An innovative, fun and practical LDA-funded programme to encourage and support young people (16-30 years old) in Lambeth to gain the skills and confidence they needed to set up their own business. 12 enterprises established; 130 young people received training.

Community Support Programme (2008-09): 40 community groups in the two most deprived wards in Brent supported to increase their capacity and capabilities to become sustainable in the long term.



Social economy toolkits and publication

We are continuously seeking to influence a wider audience and this has led us to publish a number of Toolkits that benefit individuals and organisations operating in the social economy and in particular social enterprise. Recent publications include:

Clinks (2011)- 'A Changing Landscape: A qualitative and quantitative study of the VCS working to reduce reoffending and address community safety in changing times'

West Sussex County Council (2011)- 'The social Impact Measurement Handbook' - see next page

Amicus Horizon (2011) 'Enterprising Communities' a toolkit for creating and making sustainable residents-led community centres

Social Enterprise UK (2011) - 'Finance Toolkit for BAME social enterprises'

Cranfield Business School Business Growth Programme (2010) - Development of Social Enterprise workshop modules and trainers support material.

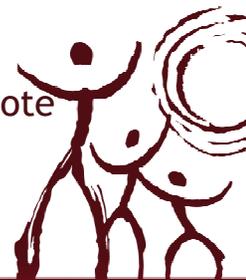
Social Enterprise UK (2010) - 'Procurement Toolkit' to enable social enterprises to better understand procurement processes and to improve their ability to access statutory contracts.

Business Link in London (2009-2011) - 'Social Enterprise Business Planning Toolkit for social enterprises'. The interactive toolkit is supported by 55 guides on all aspects of social enterprise

East of England Development Agency (2009)- Case studies on community projects including success factors and lessons learnt

Old Ford Housing Association (2009)- Best Practice Guide to Managing Community Resources to Promote Community Cohesion'

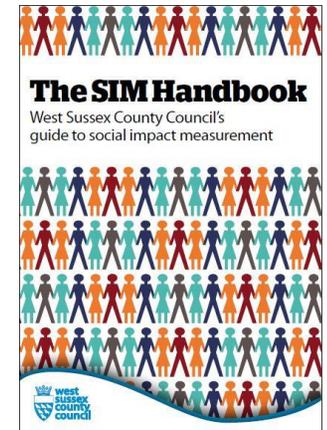
Cross River Partnership (2008)- Guide to Enterprise/ Guide to Street Markets



Case study: Reducing need and increasing independence

West Sussex County Council commissioned RO to work on a method of measuring social impact. We worked with over 40 commissioners, third sector organisations and the local supply base to get a better understanding of:

- The needs of the local population, particularly around older peoples services and independence
- Solutions that third sector organisations can provide
- The most appropriate way to commission services for them.



The main part of this work was to create a handbook, a methodology and a support package for social impact measurement. The handbook provided a stepped process for anyone wishing to evaluate its work. The handbook also contains information on other social impact methodologies and how to evaluate social impact

By involving the user group throughout the process we have ensured that the handbook is practical, easy to use and accessible

We also trained over 50 organisation in the region thus ensuring that there is greater consistency in the way organisational performance and impact measurement are reported and evaluated



Our suppliers: a community of social enterprises

Our purchasing power as a sector is considerable. Where possible we choose to support other social enterprises in our supply chain. Social enterprises provide our office accommodation, IT support, HR support, events, design etc.



PART III - WHAT IS NEXT?



What we have learnt

- Social enterprise is growing in importance all over the world. The UK has been at the forefront of developing and supporting this movement and government initiatives such as localism and the Big Society potentially offer tremendous opportunities to social enterprises. The UK will be able to influence the global movement through its expansion and success
- Social enterprises need nurturing and targeted specialist support over an extended period of time in order to become sustainable, scale up and succeed
- A holistic approach to capacity-building is what creates real impact. Strengthening our clients' "soft" skills is as important as developing their "hard" skills
- Peer learning, networking and referrals are also an important element in enabling social enterprise success
- There are many, many amazing social entrepreneurs and social enterprises out there doing great things. Unfortunately they are poor at telling the world what they do. Increasing visibility and celebrating success are further requisites to enable the sector to grow and become sustainable



Our plans for the future

- Be the **'touchstone'**, or practice leader, within the social economy/social business sector against which other support organisations are measured
- Continue the establishment of **social enterprises as a means out of unemployment** and to improve the financial economy of the UK and widen the ethical business base
- Continue to deliver **specialist support** to targeted groups - BAME and women social entrepreneurs, spin-outs from statutory services, etc. Promote, encourage and facilitate partnerships within the sector (collaborative working, merger, franchising, community engagement programmes, etc.)
- Continue to expand our training offer, including **skills specific packages** and **certification**
- **Increase collaboration** with like-minded organisations to scale up our impact and allow dissemination of best practice and innovation
- **Address the growing interest in social enterprise outside the UK**, expanding our current work in eastern Europe, the Middle East and Asia
- **Continue to develop our team** in achieving personal growth as well as professional excellence.



Already on the agenda



Later this year and in to 2012 we are running **Business Revolution : The Social Enterprise Bootcamp** (2011-2012): A 2-day intensive workshop aimed at overcoming barriers and accelerating growth for new and existing social enterprises. Sponsored by RBS/NatWest and Capital Enterprise, the Bootcamp will include strategic partnerships with a number of other organisations offering complementary support. The Social Enterprise Bootcamp will equip organisations with the practical tools, techniques, models and mind-set needed to set-up, or scale-up, social enterprise

The Essential Entrepreneur
Mentoring & Master Class Programme.

- 1:1 Bespoke support and mentoring from Red Ochre experts.
- 45 stand alone Master Classes delivered as half-day workshops, over the next 12 months.
- In-house Master Class delivery



Thank you to our clients for their support !

"Apart from one or two companies like Red Ochre, who are really good, there is not enough happening in this area. And if the sector is going to grow, this is essential."

Lily Lapenna, Mybnk, speaking to The Guardian Social Enterprise Network

<http://www.guardian.co.uk/social-enterprise-network/2011/apr/26/social-enterprises-non-financial-support>



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