



SECTION FOUR: METHODOLOGY, EDP PROJECTS, AND THEORY OF CHANGE

**SOCIAL ENTERPRISE IN THE
YOUTH SECTOR**

LEARNING FROM THE ENTERPRISE
DEVELOPMENT PROGRAMME

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Introduction



DR JO HICKMAN DUNNE, YOUTH VOICE LEAD

The Enterprise Development Programme is a project I have truly grown to love. I don't think I recognised at the outset the relationship and positive alignment between enterprise and the youth sector. To be honest, it is not something that is strongly spelled out anywhere, in any of the literature around social enterprise or social investment.

This research has felt so important, not only because we know that at present social investment is often not meeting the needs of organisations, but because the youth sector has the potential to gain so much through leveraging the benefits of enterprise, but feels so far from being in a position to do.

I have thoroughly enjoyed following the journeys of EDP organisations and seeing their skills and confidence to develop their enterprise activity grow. I'm looking forward to progressing this research too, to further our understanding of the role of enterprise in outcomes for young people and make a stronger case for adequate support for enterprise development that meets the needs of the sector.

The Enterprise Development Programme (EDP) is a five-year programme funded by Access – The Foundation for Social Investment. YMCA George Williams College has been the sector partner for the Youth strand of the EDP since 2019. The two cohorts of youth organisations accepted into the programme have received a co-designed, tailored grant package; financial consultancy support; a learning programme based on their needs; peer-to-peer sharing sessions, and a dedicated, accessible Programme Manager.

The organisations represented use a variety of business models, including shops and venue hire, selling training and consultancy, and supporting schools and local authorities. While enterprise is far from a cure-all or an uncontested method in the youth sector, these organisations' expertise can help better understand the needs of the sector surrounding enterprise, the impact of these models on young people and the organisations themselves, and how they can best be supported.

This section focuses on the methodology behind our research – this section is for you if you want to learn more about the research, the EDP projects, and our Theory of Change. Here you can learn more about our research approach, the EDP sectors and leads, and explore our theory of change for this programme. You can also read more about each EDP project, YMCA George Williams College, and our cited sources and references.

Research and methodology

THIS RESEARCH

Alongside acting as a sector lead for the EDP, the College was commissioned by Access to undertake research into social enterprise in the youth sector. The purpose of this research was to explore the conditions that shape the youth sector's engagement with enterprise; the experiences of youth organisations who have engaged in entrepreneurial activities; and the relationship between these activities and their impact on young people and communities. The goal of this research was not to provide a comprehensive 'state of the sector', but, through exploring participants' experiences of engaging in the EDP and pursuing enterprise, to improve our knowledge of areas such as:

- The preferred business and enterprise activities of the youth sector;
- Experiences of receiving enterprise development support;
- Motivations for engaging in enterprise; and
- Any emergent impacts as a consequence of enterprise development.

Overall, this research is a springboard for further research and learning. It aims to complement Access' 2018-2023 strategy of moving away from a focus on investment readiness and towards a focus on enterprise and sector resilience, by exploring

what conditions may support the development of resilience, and opening up further questions around what this might mean for organisational impact. The small sample size and short duration of the EDP mean that some findings feel much more 'emergent' than others. However, they all contribute to painting a fuller picture of the youth sector's engagement with enterprise, and enterprise development support. These findings also provide a useful framework for considering where future research efforts should be focused.

METHODOLOGY

Data collection was undertaken between July 2020 and May 2022, capturing data from:

- EDP stakeholders
- EDP youth sector participants
- Representatives from social enterprises operating in the youth sector.

In addition to the routine programme monitoring data gathered through managing the cohort (e.g. business models, grant amounts and peripatetic support received), and existing research into social enterprise, the research methods used to undertake this research are outlined in Table 2, below.

OTHER RESEARCH IN THE EDP PARTNERSHIP

The College is not the only sector partner to conduct research into enterprise development:

- Homeless Link and the Association of Mental Health Practitioners are conducting research into the ethical involvement of beneficiaries in enterprises, and all sector leads are conducting research on revenue models;
- MyCake has been commissioned by Access to conduct an analysis and benchmarking of business models across the various sectors of the EDP. The youth sector was the first sector in which MyCake undertook this work (January 2020). This research has been referenced in this report where appropriate. Data from the MyCake report benchmarking youth sector business models were included in the literature review undertaken as part of the College's research; and
- Social Investment Business gathers key feedback and important end-of-programme data.

Research and methodology

Table 2. Summary of research methods undertaken as part of this project

Evaluation method	Date of delivery	Response rate / summary
Literature review of social enterprise activity in the youth sector	July-October 2020	The report reviews extant research on the role social enterprise in the youth sector, alongside some initial primary research undertaken the EDP's pilot year. The review captures information relating to scale of enterprise activity; models of enterprise and their relationship to impact; the specific context of the youth sector; types and sources of external support; and the relationship between enterprise and impact.
Longitudinal case study interviews with eight EDP youth sector participants (four from cohort 1 and four from cohort 2)	Timepoint #1: October 2020 (cohort 1); May 2022 (cohort 2) Timepoint #2: August 2021 (cohort 1); November 2021 (cohort 2) Timepoint #3: February 2022 (cohort 1); June 2022 (cohort 2)	Case study organisations were selected to represent a diversity of participants in terms of organisational size, proposed enterprise activity, and experience. For an overview of the eight organisations involved, please see Appendix A. Interviews were conducted at baseline (#1), three-quarters of the way through grants (#2) and post-grant (approximately two-four following the end of the grant period) (#3).
Interviews with EDP stakeholders	July 2021-October 2021	Interviews conducted with three individuals from organisations involved in the delivery of the EDP programme
Interviews with representatives from social enterprises operating in the youth sector	October 2021-January 2022	Interviews conducted with three individuals (not involved in the EDP).

The quantitative data from the EDP cohort has been analysed using Microsoft Excel 2010. The interview data was collated and subjected to thematic analysis.

A sector survey was also developed and completed June-July 2021 to accompany the methods summarised above. Due to a low response rate, the quantitative survey data has not been included in this report. However, qualitative responses have been incorporated into the data analysis where appropriate. All quotations included in this report are taken from longitudinal case study participants.

Whilst the EDP covers many sectors, all data collected for the purpose of this report focuses on social enterprise activity in the youth sector and on the EDP youth sector participating organisations. Therefore, for the remainder of this report, where 'participants' are discussed, this is referring to the 22 participating youth sector organisations, unless otherwise stated. The term 'participants' is used over grantees, to reflect the active nature of organisations in shaping the design and delivery of the EDP.

Overview of EDP sectors and leads

Sector	Summary	Sector Lead
Black and <u>Minoritised</u> Communities	In 2021, The Ubele Initiative joined the EDP as the Black and <u>Minoritised</u> Communities sector partner. The organisations represented are building businesses in areas such as community cafes, health services, youth enterprise, facilities hire, education and consultancy.	The Ubele Initiative
Equality	In 2019, Equally Ours joined the EDP as the Equality sector partner. The organisations represented are focusing on areas such as menstrual equity, LGBTQIA+ inclusion, and disability rights.	Equally Ours
Environment	In 2021, Groundwork joined the EDP as a sector partner to support charities and social enterprises operating in the environment sector. The organisations represented work on projects involving horticulture, selling sustainable products, and tree planting.	Groundwork
Homelessness	Homeless Link participated in the 2018 pilot of the EDP programme as the Homelessness sector partner. The organisations represented include projects training people who've experienced homelessness, offering employment pathways, and developing leadership programmes.	Homeless Link
Mental Health	In 2019, The Association of Mental Health Providers joined the EDP. The organisations represented include organisations with trading projects focusing on selling counselling services, support for mental health organisations, and delivering training.	The Association of Mental Health Providers
Youth	A year-long pilot of the Programme was launched in September 2018 for charities and social enterprises working in the Youth sector. The organisations represented have opened shops and venue hire services, sell training and consultancy, and support schools with programmes focused on wellbeing, resilience, and literacy.	YMCA George Williams College (Centre for Youth Impact)

Framework to explore and understand impact



OUR DRAFT THEORY OF CHANGE IDENTIFIES THE FOLLOWING:

The emergent nature of outcomes related to enterprise development in the EDP provides fruitful ground for further research – to gather a stronger body of data around where, and how, EDP-style approaches to enterprise development can create the conditions most likely to achieve impact for youth organisations and young people.

To support this next stage of research, we have developed a draft Theory of Change (Figure 6). This is a Theory of Change for the Enterprise Development Programme specifically (as opposed to enterprise, and enterprise development more broadly). It identifies:

- The set of conditions (programme activities) that this research has identified are most likely to support the development of enterprise activity that leads to impact; and
- The emergent outcomes that this research has identified that are most likely to occur if enterprise development is supported through an EDP-style programme.



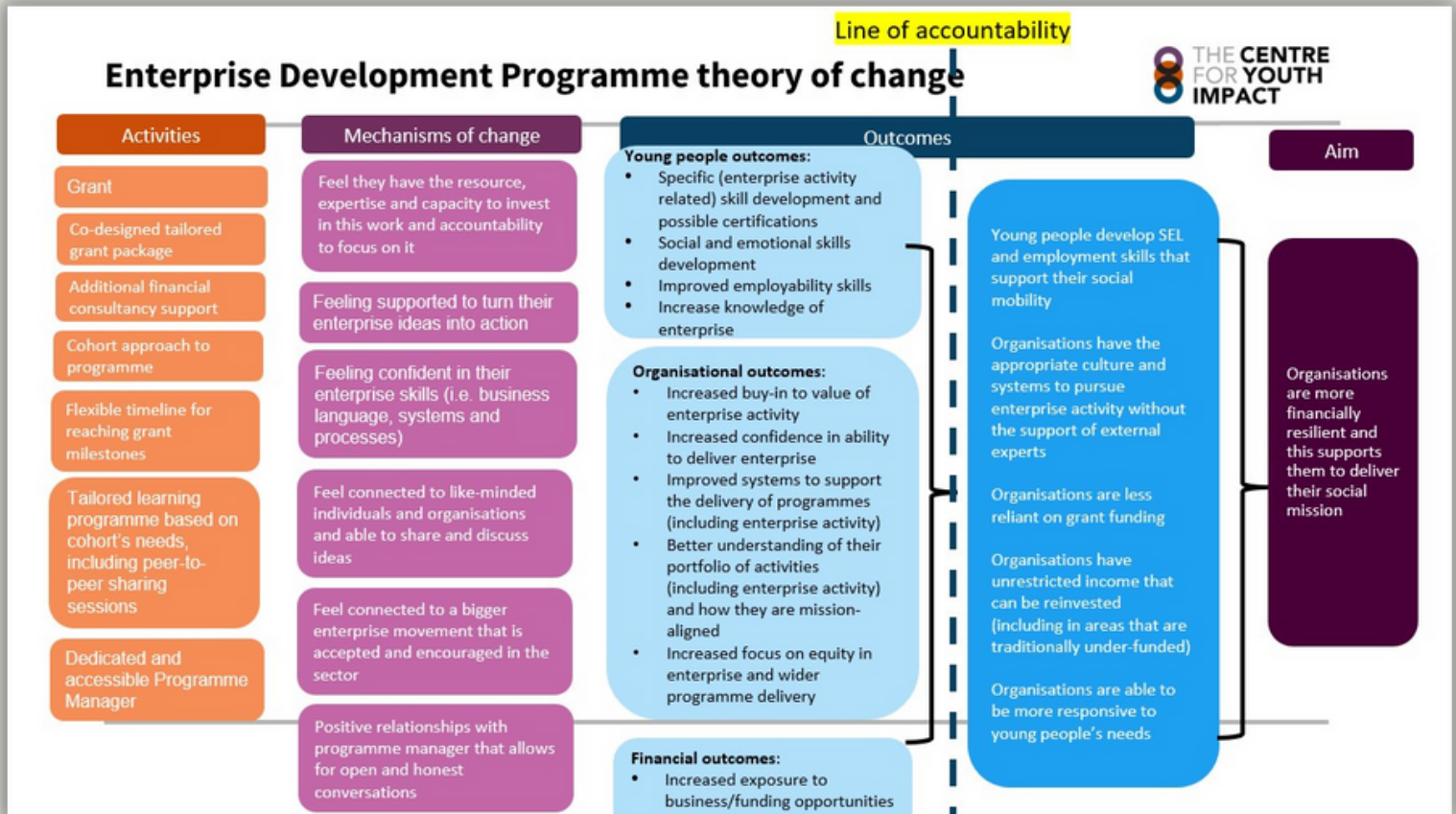
OUR THEORY OF CHANGE INCLUDES THE FOLLOWING ASSUMPTIONS:

There are a number of assumptions inherent in this Theory of Change:

- Organisations are developing enterprises that involve young people in design, delivery, or as beneficiaries;
- Organisations engage with the different aspects of the programme and use the support that is available to them;
- Organisations continue to pursue enterprise after they have graduated from the Enterprise Development Programme; and
- Enterprises go on to be successful and generate income (as opposed to activity continuing to be entirely grant-funded).

The next stages in the development of this Theory of Change will be to test it with EDP participants and funders, to both refine it further and identify which elements of the Theory of Change we can test, to provide further evidence and support for this approach.

Theory of Change



[Click here to expand the image](#)

EDP projects

On the next pages, we have listed and described what each organisation focuses on as part of their EDP project, and what their enterprise approach is .

Abianda



Abianda works with girls and young women affected by gangs and county lines, and the professionals who support them, to bring about a culture shift in the way services are delivered to these girls and young women. Through its EDP project, Abianda trains and provides professional development programmes to the professionals who work with young women and girls. Through the EDP, Abianda has designed key, accredited training modules, and has developed its online training offer further.

Peer Productions



Peer Productions combines high quality arts practice with peer education. They provide vocational actor development training for young actors, who also volunteer their time on a range of projects for other young people. Through their enterprise activity, they sell their unique educational productions to schools and other partners outside their existing area of benefit. They have developed a website and digital front door, procedures for sales, and scoped out new markets through their involvement in the EDP.

Impact Dance Foundation



Impact Dance, an art for social change organisation, supports young people through dance training, mentoring, and national and international performances. They engage young people from diverse backgrounds to develop their performative and creative abilities. On top of their Hip-Hop, Theatre, and Street Dance programming, they hire their state-of-the-art dance studio to arts companies such as BBC and Disney. Their efforts in and out of the EDP have led to an increase in studio bookings, including repeat bookings.

British Youth Council



The British Youth Council (BYC) empowers young people aged 11-25 to find their voices and be heard on issues they care about. They provide a consultancy offer through which they support other organisations, charities, and companies better understand young people and youth voice. They've had great success in creating quality consultancy and training materials, and have had contracts to facilitate youth advisory groups, and work on national campaigns with commercial partners.

EDP Projects

Power2



Power2 delivers evidence-based early-intervention programmes for disadvantaged young people. Their enterprise project focuses on their award-winning Teens and Toddlers, which incorporates peer-mentoring and positive psychology, to enable young people to develop crucial life skills and improve their emotional wellbeing. They had great success partnering and winning bids with schools and local authorities, fully developing and implementing their business plan for their commissioned model and securing multi-year income.

The Pump



The Pump (East Birmingham Ltd.) is a purpose-built youth facility, designed by young people for young people on the site of an old petrol station. The Pump integrated the EDP to realise the commercial potential of their Creative Spaces. Since joining the programme, they've become an accredited training provider; they've designed and implemented a business and marketing plan for their Makerspace; they've generated some new income and are developing partnerships with schools. As part of the co-production process with young people, including co-design, co-delivery and co-evaluation, they're exploring establishing The Pump as a live music venue, and as a record label.

Linx Youth Project



Linx Youth Project (Linx) was set up in 1993 in Hemlington, a deprived ward in Middlesbrough, supporting disadvantaged and vulnerable young people. Linx is currently developing its quality, impact, and information management systems as part of an emerging local youth alliance, and has secured additional trading opportunities. Their vision to create and deliver packages to schools is coming to fruition and they are looking to commence delivery in the near future when consultations, training, and production of materials are completed.

The Screen Community



The Screen Community works with diverse and at-risk young people, and provides industry-standard training in Film & TV Production & Games Design. Through their trading arm, the Screen Community works with charities and corporate clients with video and communications needs, delivering these contracts with the young people they work with. The Screen Community is also on the creation of a Media Hub supported by the London Mayor and has created an [interactive brochure](#).

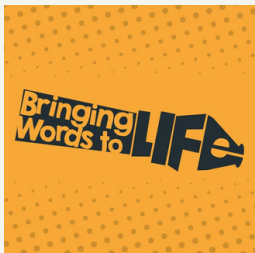
Effervescent



Effervescent, a collaboration of artists, creatives, youth workers and marketers, helps socially minded organisations to collaborate with children and young people. Through the EDP, they have built and launched a learning pilot series online, focused on Effervescent's unique method for co-production.

EDP projects

Bringing Words to Life



Bringing Words To Life offers children and disadvantaged adults the opportunity to write with purpose. Bringing Words to Life delivers writing sessions in schools and has adapted their content for online use. They improved their social media strategy, secured new contracts and, through the EDP, have created a stand-alone resource that can be bought by organisations to help with literacy and communication with young people. They report EDP has given them more confidence around understanding trading, being more ambitious to diversify their income and the programme has helped them to feel very resilient as an organisation.

Break



Break is supports vulnerable children and young people. CoffeeBreak, started as an enterprise involving young people in the process of running a coffee van. Their EDP project focuses on developing and eventually selling their own roasted coffee products, co-created with young people. They also support the development employability skills for young people. Since joining the EDP, they have bought capital equipment required for their burgeoning coffee roasting enterprise and engagement sessions have taken place with care experienced young people focusing on roasting techniques, taster sessions and business planning.

Grace House



Grace House aims to enrich the lives of disabled children, young people and their families. At the start of the EDP, Grace House was focusing on a soft play area, which they still plan on developing but through market research a new idea for commercial development in terms of residential care emerged as a pressing issue for their community. They are working on developing this project and are continuing to expand their services to reach more families.

Shaftesbury Youth Club



Shaftesbury is a large purpose-built youth club which offers a great range of activities including sports, recreation, education and personal development. Shaftesbury Youth Centre is leveraging their new facility as an Enterprise idea through contracts, partnerships and venue hire, and hope to provide activities around young girls in sports. Their trading income accounts for over 20% of their annual income and they are interested in scaling their trading further.

EDP projects

Upstart Projects



Upstart Projects is a charity championing youth voice and leadership. Upstart provides training, evaluation, research, and support. They are currently developing their online platform and will also produce features about good practice in youth voice. They have successfully delivered digital work to young people and trained over 150 people digitally on engaging with youth voice. They continue to develop both their potential for commissioned income and delivering training courses.

Young Somerset



Young Somerset's aim is to work with young people, encouraging them to take responsibility for themselves and become actively involved in shaping the communities in which they live. Young Somerset secured a five-year lease on a shop in Taunton, and is involving young people in the shop as producers, artists, retail and IT contributors. The shop is also a co-working space for young people and includes a space with mental health practitioners and an IT lab with 3D printers (a space which can be hired by other organisations). Young people can also come to the shop to get help with earning their retail, arts and IT awards or to develop their entrepreneurial ventures.

Khulisa



Khulisa works to break the cycle of exclusion and crime by intervening at every stage of the criminal justice system. They aim to nurture those who have been socially excluded and equip people with the skills and strength to choose alternatives to violence and crime. They are building a commercial offer which involves online delivery to schools and delivering training to other organisations.

Soft Touch Arts



Soft Touch Arts uses arts, media and music activities to make positive life changes for disadvantaged young people by supporting them to develop creative, social and employability skills. Soft Touch Arts' Enterprise project is a bread-making and cooking project that enables young people to develop confidence and skills, and helps them to generate income to support more young people. Soft Touch Arts also generates income by partnering with schools, who placed young people in the project.

Youth Education Project



Youth Education Project provides a diverse learning environment that supports young people to develop transferable skills, and explore potential employment and training opportunities. As a result of EDP support, and the work of their dedicated team and volunteers, they have a new, functioning, and well-equipped garage space in which they can now break cars and provide work experience to their volunteers and clients alike. They also generate income through providing training and work experience opportunities to local clients, and by offering school-day placements to local schools.

EDP projects

Shout Out UK



Shout Out UK is a youth education network that delivers educational programmes on Political and Media Literacy to build young people's confidence and emotional resilience towards mis/disinformation. As a part of the EDP, they expanded their online E-portal feature into a user-friendly product that builds young people's political and media literacy skills, and ensures they are better equipped to understand and engage with the world around them. They provide courses and resources on various topics in an interactive online platform, developed and improved with the help of focus groups.

RECLAIM



RECLAIM is a unique youth leadership and social change organisation that specialises in powering young people from working-class backgrounds to overcome and dismantle the barriers that society routinely puts in their way. RECLAIM is developing a pioneering class-consultancy service where working-class staff and young people support organisations from a range of industries and sectors. They have created a series of animated videos explaining class in the UK and have carried out research, which has resulted in a report, on class diversity and inclusion in the 'anti-poverty' charity and think tank sectors.

Element Society



Element Society delivers programmes and workshops designed to empower young people to make a positive change in their communities, raise their own aspirations, and become role models to their peers. Their enterprise project focuses on opening Pizza pop-ups as part of a model that gives young people the opportunity to develop skills, gain employment experience, and generate income.

Infused Learning – closed in 2022



From alternative routes into university and other qualifications, to informal personal development training and coaching within the community, Infused Learning offers more than just good teaching. With a person-centered approach, they are truly committed to helping unlock potential. They design innovative learning solutions and projects aimed at young people – particularly the most vulnerable. They are excited to be part of the EDP to extend the opportunities they can provide to young people.

Unfortunately, Infused Learning had to close its doors in Spring 2022, for reasons unrelated to EDP.

About YMCA George Williams College

WHO WE ARE

YMCA GEORGE WILLIAMS COLLEGE

We are YMCA George Williams College, a registered charity with a long history of developing relational practice through educational programmes, research, and connection with practitioners and educators.

We provide transformational support to those working with, and for, young people through building reflective practitioners and quality relational practice, grounded in a shared evidence base. We do this because we believe all young people should have access to high-quality spaces and opportunities to learn, grow, and explore their relationships with the world around them.

In April 2022, YMCA George Williams College merged with the Centre for Youth Impact.

The merger brings together the Centre's work to progress thinking and practice in impact measurement in youth work and provision for young people, with the College's rich history of supporting high quality relational practice with young people and communities. The combined charity works across the UK, including locality working via dedicated regional networks across England. The two organisations have long shared a vision for all young people to have access to high quality provision and services that improve their life chances, and which enable them to achieve their potential in mind, body, and spirit.

At YMCA George Williams College, our vision is for a just and equitable society that invests in support for all young people to learn, grow, and explore their relationships with the world around them. This support is characterised by safe spaces, high quality socio-emotional skill development opportunities, and relationships with trusted adults.

As part of its work, the College now hosts three centres of expertise: the Centre for Quality Practice, which focuses on developing skilled practitioners who can deliver high quality youth provision, the Centre for Youth Impact, which supports organisations to evidence their impact and continually improve their youth provision and offer to young people and communities, and the Centre for Youth Voice, which advocates for and supports a stronger role for the voices of young people in evaluation and continuous quality improvement.

CONTACT

To discuss this research further or ask questions, you can contact soizic.hagege@youthimpact.uk. Find out more about the Centre for Youth Impact at YMCA George Williams College at www.youthimpact.uk and follow us on @YouthImpactUK.

References

Below are the references used across the EDP brief and each section of this report. If you'd like the whole report in one document, please email soizic.hagege@youthimpact.uk.

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