

“Badges” and “Processes” for Social Enterprises

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BADGE (noun)

a special or distinctive mark, token, or device worn as a sign of allegiance, membership, authority, achievement, etc

(dictionary.com)

MARK (noun)

a badge, brand, or other visible sign assumed or imposed

(dictionary.com)



◎ Social Enterprise Mark – [criteria](#)

- ◎ Launched Jan 2010, currently 400+ holders
- ◎ A fee. Externally verified, regulated by “certification authority”
- ◎ SEM online market-place



◎ The Code – [SE criteria, values/behaviours, landscape](#)

- ◎ Launched 2011, 50+ subscribers, listed on website
- ◎ No charge, self-regulated



◎ Social Enterprise UK Badge – [criteria](#)

- ◎ Launched Jan 2013
- ◎ A fee. Eligible if paid-up member of SEUK, self-regulated
- ◎ SEUK Members online market-place



SEM and SEUK common denominators...

- ⊙ Clear social or environmental mission set out in governing documents
- ⊙ Independent business earning 50%+ through trading
- ⊙ Controlled or owned in the interests of social mission
- ⊙ Reinvest or distribute at least 50% of profits/surpluses towards social purpose
- ⊙ Transparent about how operate and impact made

SEM also has

- ⊙ common ownership/dissolution clause, and requires
- ⊙ proof that social/environmental objectives are being met

The Code has tighter “asset lock”

Badges/marks/codes for you?

Consider:

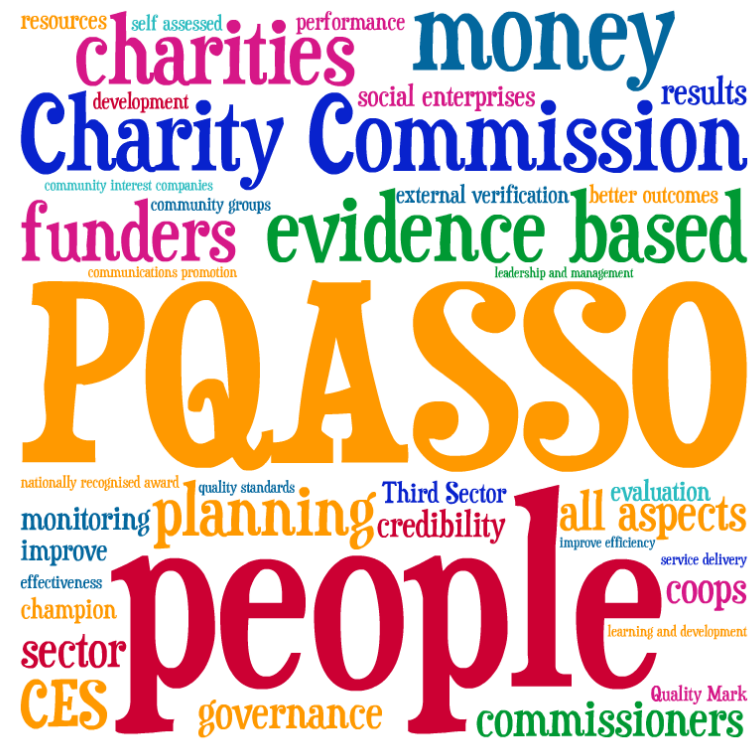
- ⊙ Your values and the benefits you bring
- ⊙ Your USP (unique selling point) – why do you exist?
- ⊙ Your place in market
- ⊙ Target audience/customers and why they should be interested in you
- ⊙ Cost of badge/mark

Ask yourselves:

- ⊙ Do these badges fit your business? What is [your brand](#)?
What do they add?

Quality Standards/Processes

- ☉ Quality is about trying to do **better**: better in both the services the organisation offers and in the way the organisation runs.
- ☉ Organisations need to **manage quality in a comprehensive and systematic way**. This process of formal management is called a 'quality management system' – often shortened to '**quality system**'.



Why invest in quality?

- ⊙ more effective and more efficient organisational systems and procedures
- ⊙ better quality of services for users
- ⊙ better communication among staff, trustees and volunteers
- ⊙ increased motivation for staff, trustees and volunteers
- ⊙ greater credibility and legitimacy with funders/commissioners
- ⊙ more creative thinking, enabling new perspectives and ways of working
- ⊙ organisational learning
- ⊙ continuous improvement over time

Key questions in quality

- ③ What are you trying to achieve?
- ③ How do you know whether you have achieved it?
- ③ What information do you collect and what do you do with it?
- ③ Are you as good as you could be and how do you know?

Linked to measuring impact of organisation

PQASSO is...

- ⊙ an off-the-shelf quality management system developed specifically for the third sector
- ⊙ a step-by-step approach to identify what you are doing well and what could be improved
- ⊙ a work-pack that is simple and straightforward to use
- ⊙ a holistic and generic approach to quality
- ⊙ a self-assessment tool supported by evidence of how you do things and what you achieve
- ⊙ a self-assessment tool that now has the option of external assessment – the Quality Mark



About PQASSO

- ◎ PQASSO was developed by CES in 1997
- ◎ PQASSO Quality Mark service launched in 2008
- ◎ 3rd and current edition launched in 2008
- ◎ Won a Charity Award for Effectiveness in 2008
- ◎ Over 14,000 copies of workpack sold to date
- ◎ Over 200 organisations awarded PQASSO Quality Mark (*Feb 2013*)
- ◎ PQASSO 3rd edition is suitable for small, medium or large organisations
- ◎ Very small volunteer-led organisations use PQASSO as a capacity building tool.
- ◎ It has been used successfully by large national multi-sited organisations with over 1,000 staff
- ◎ It has been used successfully by social enterprises and industrial provident societies



Benefits of using PQASSO

For the organisation:

- ⊙ Assesses performance against agreed standards
- ⊙ *Promotes continuous improvement*
- ⊙ Demonstrates quality of service to purchasers and funders
- ⊙ *Improves management systems and organisational planning*
- ⊙ Improves communication

For service users:

- Helps users to know what service they can expect
- *Supports establishment of a user-centred culture*
- Improves opportunities for providing feedback resulting in better services
- *Creates opportunities for user involvement.*

PQASSO: the 12 Quality Areas

PQASSO addresses all the key areas of organisational life:

- Planning
- Governance
- Leadership and management
- User-centred service
- Managing people
- Learning and development
- Managing money
- Managing resources
- Communications and promotion
- Working with others
- Monitoring and evaluation
- Results

Levels of Achievement

There are three levels of achievement in PQASSO

Level 1

Sets the minimum requirements that any organisation should meet.
Helps organisations to identify and meet their legal obligations.

Level 2

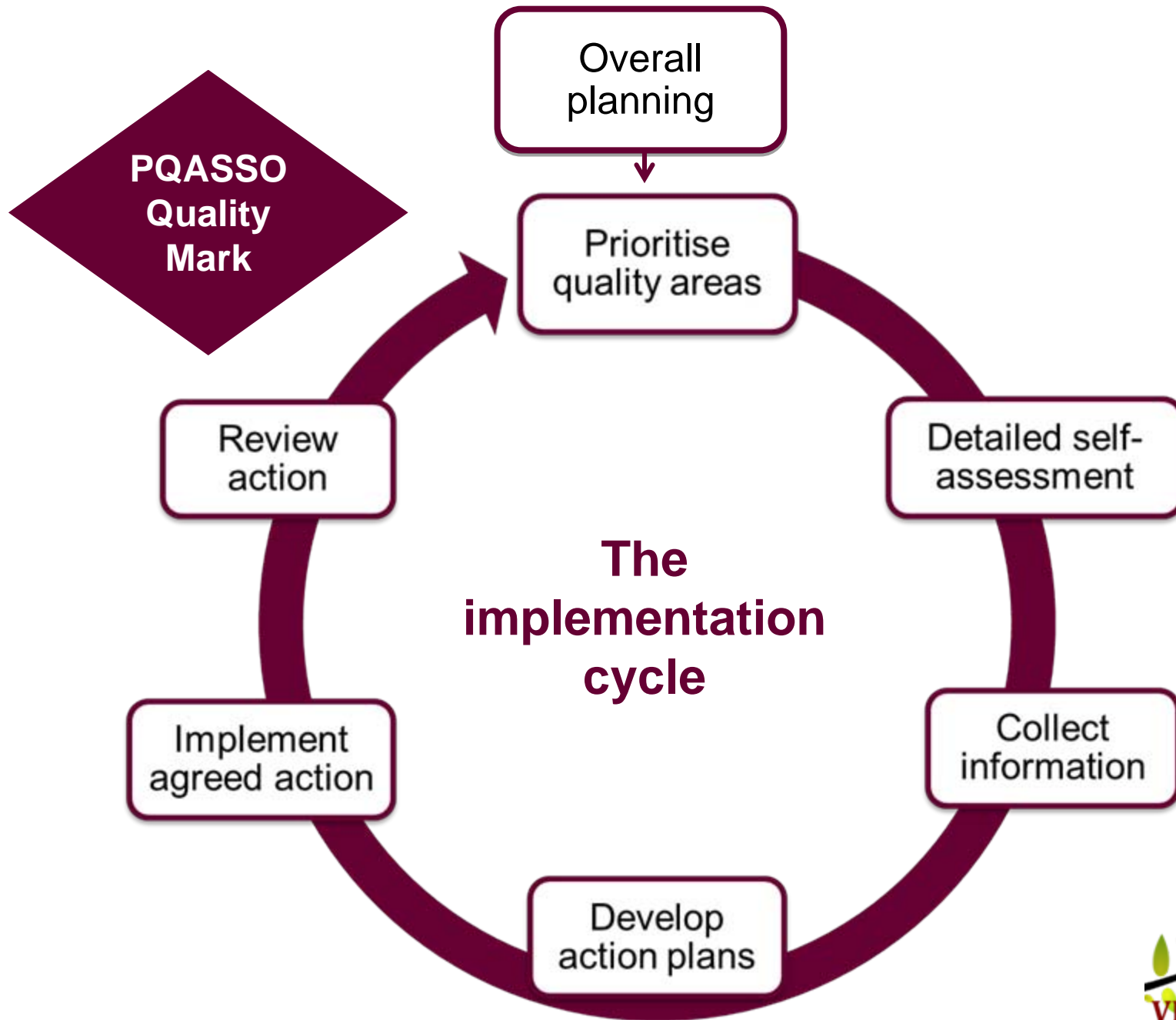
Requires organisations to be more strategic in their approach and most policies, procedures and practices to be documented.

Level 3

Requires resources and all aspects of organisational life to be systematically reviewed, with reviews resulting in measurable change.

The self-assessment process

- ③ Self-assessment is undertaken by the organisation itself
- ③ Involves people making a judgement about the organisation's performance against the PQASSO standards and indicators
- ③ You identify what is being done well (your strengths) and decide what needs to be improved (your areas for improvement)
- ③ You then work towards an action plan to address the areas for improvement
- ③ Needs to reflect the views of the different stakeholders within the organisation
- ③ Self-assessment is not a 'one-off' process, it's about continual improvement.



Factors for success

- ⊙ Plan ahead with available resources
- ⊙ Go at your own pace
- ⊙ Appoint Quality Champion!
- ⊙ Get people on board from across the organisation
- ⊙ Support/direction from management/trustees
- ⊙ Gather range of perspectives from around the organisation
- ⊙ Keep it on people's radar eg. updates as standing agenda item
- ⊙ Answer questions, address concerns
- ⊙ Use resources available

Benefits of the PQASSO Quality Mark

- ③ External verification of your achievement of the PQASSO standards
- ③ Greater recognition and credibility from funders, users and other stakeholders
- ③ Increased motivation for staff, trustees and volunteers
- ③ Enhanced organisational learning through the assessment process
- ③ Additional Charity Commission endorsement for Levels 2 and 3.



Maintenance of PQASSO

- ◎ PQASSO is not a 'one-off' process; it is about continuous improvement
- ◎ PQASSO doesn't stop when you get to your chosen level
- ◎ Over time things change:
 - staff and volunteers
 - users and their needs
 - government policy
 - legislation and regulation
 - funders and their requirements
- ◎ Implement an ongoing cycle of reviewing each quality area.

Your enterprise and quality...

- ③ What are you doing to ensure you provide quality services?
- ③ What quality systems are appropriate for you?
- ③ Who oversees quality in your organisation?
- ③ What steps do you need to take to ensure you are a quality enterprise?