

Theory of Change for Building Bridges and Pathways

On 19th September 2023, Plymouth Social Enterprise Network (PSEN) with the support of the Barrow Cadbury Trust were able to invite six members, selected to represent diverse led organisations together for a focus group to build a Theory of Change for the Building Bridges and Pathways programme. Supported by Amerie Rose and facilitated by Chloe Tingle from Lend a Helping Hand C.I.C (also a PSEN member).



The findings from this half day focus group were collated and condensed by Amerie and Chloe to build the following Theory of Change, representation and voice were very important in this process and wherever possible exact phrasing expressed by the focus group members has been used. During this process a number of important questions, queries and worries were raised which have been highlighted alongside the assumptions/resources required to input into the Theory of Change- noted on page 3.



BUILDING BRIDGES AND PATHWAYS PROJECT WILL CREATE A BETTER HUMAN EXPERIENCE OF SOCIAL INVESTMENT

Investors and investees become equal partners working towards a common goal

Opportunities, structures and processes aimed at dominant cultures are replaced

Open and frank discussions become more accessible

Removing 'Us & them' culture; tackling assumptions & judgments

More honesty in funding

The labels of social enterprise and social investment change to become more understandable.

Reducing the need to persuade, adapt or compromise to fit funders' criteria.

Removing 'extra steps' for non-dominant cultures

More inclusive spaces, where it is safe to ask questions

Inclusive events:

- where investors and investees have conversations about what they can offer each other
- opportunities for investors to meet people who are at the very start of their investment journey

Diversity by design guidelines

Produce accessible communications aimed at potential investees who don't identify with current soc ent language

Collaborations between investees

PSEN network reaches people from non-dominant cultures

PSEN adapts language when communicating about social enterprise and social investment

Support for investees to collaborate

Train investees in demonstrating their social and financial value

- Training sessions:
- For investors: 'value of impact'
 - For investees: 'demonstrating social + financial value'
 - Investor to investee: 'financial savvy'
 - For investor & investees together: 'inclusive & accessible soc ent language'

Become a local trusted partner of both investors and investees

Advocate for the value of the investee's social impact, placing this above and beyond immediate financial return.

Consult with representatives across all 9 protected characteristics

Provide guidance & support on making communication accessible

Facilitate investors to pass on their 'financial savvy' skills to investees e.g. trends, accounting tips and systems

Conduct research into how other networks use soc ent language

Key

IMPACT

Outcome

Intermediate outcome

Output

PSEN Activities

Funding for:

- investees to engage in project
- staff to deliver project
- events and training

Evidence:

- the social impact members are having
- that investees and investors want to be inclusive and accessible
- that a more understandable/inclusive language for social enterprise & investment exists

Network:

- Includes organisations/individuals advocating across all 9 protected characteristics that will engage
- contains investees and investors that will engage
- reach/contact for those who don't identify with current social enterprise/investment labels

Inputs

The challenge

Lack of awareness of what social investment and social enterprise are.

Dominant cultures take responsibility for building inclusive cultures.

Social investment portfolios don't reflect the diversity of leadership in the sector.

Disconnect- Plymouth based social enterprises far from investors who don't have local partner

Questions, queries, worries

What do they class as success and failure?

What is their position and viewpoint on growth and its impact on the environment?

How does the economic impact of world politics effect their expectations on returns?

What are the assumptions they are making about us?

Do they judge us on how we look, what we wear and our needs?

Are they more bothered about the money than the good I am doing?



PSEN'S BUILDING BRIDGES AND PATHWAYS PROJECT WILL CREATE A BETTER HUMAN EXPERIENCE OF SOCIAL INVESTMENT

Impact

Investors and investees become equal partners working towards a common goal

Open and frank discussions become more accessible

More honesty in funding

Opportunities, structures and processes aimed at dominant cultures are replaced

Removing 'Us & them' culture; tackling assumptions & judgments

More inclusive spaces, where it is safe to ask questions

Removing 'extra steps' for non-dominant cultures

Reducing the need to persuade, adapt or compromise to fit funders' criteria.

The labels of social enterprise and social investment change to become more understandable.

Outcomes

Training sessions:

- For investors: 'value of social impact'
- For investees: 'demonstrating social + financial value'
- Investor to investee: 'financial savvy'
- For investor & investees together: 'inclusive & accessible soc ent language'

Inclusive events:

- where investors and investees have conversations about what they can offer each other
- opportunities for investors to meet people who are at the very start of their investment journey

Collaborations between investees

PSEN adapts language when communicating about social enterprise and social investment

PSEN network reaches people from non-dominant cultures

Outputs

Train investees in demonstrating their social and financial value

Advocate for the value of the investee's social impact, placing this above and beyond immediate financial return.

Support for investees to collaborate

Produce accessible communications aimed at potential investees who don't identify with current soc ent language

Diversity by design guidelines

Facilitate investors to pass on their 'financial savvy' skills to investees e.g. trends, accounting tips and systems

Become a local trusted partner of both investors and investees

Provide guidance & support on making communication accessible

Conduct research into how other networks use soc ent language

Consult with representatives across all 9 protected characteristics

Activities

Impact:

PSEN's Building Bridges and Pathways project will create a better human experience of social investment

Outcomes:

Open and frank discussions about social investment become more accessible

Investors and investees become equal partners in the relationship, working towards a common goal

Opportunities, structures and processes aimed at dominant cultures are replaced

More honesty exists at all stages of funding

Removing 'extra steps' for non-dominant cultures

Removing 'Us & them' culture; tackling assumptions & judgments

The labels of social enterprise and social investment change to become more understandable.

More inclusive spaces, where it is safe to ask questions and where trust and understanding are built.

Reducing the need to persuade, adapt or compromise to fit funders' criteria.

Intermediate outcomes:

Collaborations between investees

PSEN network reaches people from non-dominant cultures

Inclusive events with opportunities for investors to meet people who are at the start of their investment journey

Training sessions:

- PSEN to investor 'value of social impact'
- PSEN to investee 'demonstrating social + financial value'
- Investor to investee 'financial savvy'
- PSEN to investor/ investees 'inclusive & accessible soc ent language'

Inclusive events where investors and investees have conversations about what they can offer.

PSEN adapts language when communicating about social enterprise and social investment

Outputs:

Provide guidance & support on making communication accessible to both investees and investors

Advocate for the value of the investee's social impact, placing this above and beyond immediate financial return.

Train investees in demonstrating & communicating both their social and financial value

Facilitate investors to pass on their 'financial savvy' skills to investees e.g. trends, accounting tips and systems

conduct research into how other networks communicate about social enterprise and social investment

Support for investees to collaborate

Diversity by design guidelines produced, applied and shared with network

consult with representatives across all 9 protected characteristics to improve understanding of experience and intersectionality

Take steps to become a local trusted partner of both investors and investees

Produce accessible communications aimed at potential investees who don't currently identify with the labels of social enterprise and social investment

Activities:

