



## VISION – COMPELLING SOCIAL MISSION AND STRATEGY

	Reading (theory)	DIY Tools and resources (practical, how to)
Developing vision and mission	<ul style="list-style-type: none"> <li>• <a href="#">Purpose as a compass</a> (John Coleman, 2016) – article on identifying personal and organisational purpose</li> <li>• <a href="#">The Business Case for Purpose</a> (Harvard Business Review) – article on how articulating a strong sense of purpose should be a driver of strategy and decision making</li> <li>• <a href="#">The Eight-Word Mission Statement</a> (Kevin Starr, Mulago Foundation, 2012) - blog on benefits of developing a succinct mission statement</li> <li>• <a href="#">The Power of Theories of Change</a> (Stanford Social Innovation Review, 2010) – article on importance of taking a developmental approach to creating and evaluating theories of change</li> <li>• <a href="#">Theories of Change, eight common mistakes</a> (Numbers For Good/ TSIP) – blog</li> </ul>	<ul style="list-style-type: none"> <li>• <a href="#">Creating a mission statement</a> (Non-profit Hub, 2012) - a step-by-step exercise for creating a mission statement</li> <li>• <a href="#">Developing Mission, Vision and Values for Your Organization</a> (APHSA, 2012) – guide to running an in-house vision and mission session with templates</li> <li>• <a href="#">Key questions to ask when facilitating an organisational vision</a> (Suzanne Hawkes, 2013) – practical guide to facilitating a team session on developing a vision</li> <li>• <a href="#">Guidance for Developing a Theory of Change</a> (TSIP/ Nesta)</li> <li>• <a href="#">NPC Practical guide to creating your theory of change</a> (NPC) – toolkit for working up a theory of change</li> </ul>
Strategy development and competitor analysis	<ul style="list-style-type: none"> <li>• <a href="#">Mastering the building blocks of strategy</a> (McKinsey Quarterly, 2013) – high level overview on strategy development</li> <li>• <a href="#">Mapping your competitive position</a> (Harvard Business Review, 2007) – high level overview on identifying competitive set and positioning</li> </ul>	<ul style="list-style-type: none"> <li>• <a href="#">Strategy for impact</a> (NPC, 2014) - NPC’s practical approach to strategy for charities</li> <li>• <a href="#">Strategy Made Easy (NCVO)</a> – simple steps to producing a strategic plan</li> <li>• <a href="#">Porter’s Five Forces for competitor analysis toolkit</a> – based on five Forces model</li> </ul>
Beneficiary consultation	<ul style="list-style-type: none"> <li>• <a href="#">User voice: Putting people at the heart of impact practice</a> (NOC, 2016) – how to best harness the views and needs of beneficiaries in order to improve impact</li> <li>• <a href="#">The surprising truth behind beneficiary feedback</a> (Stanford Social Innovation Review, 2014) – article on reliability of feedback from beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>• <a href="#">Feedback Labs</a> - toolkit for hearing from beneficiaries/ charities and social enterprises</li> <li>• <a href="#">Human Centred Design toolkit</a> (IDEO, 2016) – variety of tools for listening to audiences, developing solutions around needs</li> <li>• <a href="#">Guide to service user involvement and co-production</a> (Clinks, 2016)- guide providing practical tools required to develop a service user involvement programme</li> </ul>



## CULTURE – LIVED BY VALUES ENCOURAGING COLLABORATION AND TRANSPARENCY

	Reading (theory)	Tools and resources (practical, how to)
<b>Building organisational culture</b>	<ul style="list-style-type: none"> <li>• <a href="#">Why Designing Your Non-profit Culture is Do or Die</a> (Non-profit Hub) – article on designing a healthy organisational culture</li> <li>• <a href="#">How to tell if employees are happy where they work</a> (Quartz, 2017) – blog looking how cultural ‘signals’ that are easy to spot in any organisation</li> </ul>	<ul style="list-style-type: none"> <li>• <a href="#">How to Create a Successful Organizational Culture</a> (Haworth, 2013) -framework for reflecting and creating organisational culture through workspaces</li> </ul>
<b>Staff satisfaction and rewards</b>	<ul style="list-style-type: none"> <li>• <a href="#">Motivational theory (Businessballs.com)</a> – article summarising employee motivation theory - team building activities, workshops, and the power of positive experience</li> <li>• <a href="#">Getting the Truth into Workplace Surveys</a> - (Harvard Business Review, 2002) - Practical guidance on how to get the most from staff engagement surveys</li> </ul>	<ul style="list-style-type: none"> <li>• <a href="#">Employee Engagement Survey templates</a> (Survey Monkey) - a suite of customisable templates to run engagement surveys through Survey Monkey</li> <li>• <a href="#">Motivation and engagement toolkit</a> (NCVO) – extensive guide to understanding employee motivation</li> <li>• <a href="#">Google Management Guides</a> – a number of practices, research and tools from Google to improve people processes</li> </ul>
<b>Collaboration and transparency</b>	<ul style="list-style-type: none"> <li>• <a href="#">Becoming Wise: An inquiry into the art of Living</a> (Krista Tippett, 2016) – book that focuses on improving listening skills and asking better questions</li> <li>• <a href="#">Transparency and Authenticity</a> (Cohn &amp; Wolf, global communications agency, 2012) – paper on role transparency can play in showcasing organisational culture</li> </ul>	<ul style="list-style-type: none"> <li>• <a href="#">The 12 Habits Of Highly Collaborative Organizations</a> (Jacob Morgan, Forbes, 2013) – article with 12 strategies for effective internal collaboration</li> </ul>
<b>Partnership building</b>	<ul style="list-style-type: none"> <li>• <a href="#">The Partnership Culture Navigator</a> (The Partnering Initiative, 2014) – guide to Organisational cultures and cross-sector partnership</li> </ul>	<ul style="list-style-type: none"> <li>• <a href="#">Make a plan for working with partners</a> (Nesta, part of the <a href="#">DIY Toolkit</a>) – simple worksheet that helps you map the partnership-building process step by step, and bring into focus any particular challenges.</li> </ul>



## GOVERNANCE – BALANCED, DIVERSE DECISION MAKERS WORKING WITHIN CLEARLY DEFINED PROCESSES

	Reading (theory)	Tools and resources (practical, how to)
Good governance	<ul style="list-style-type: none"> <li>• <a href="#">Good governance code</a> – website with a number of articles and resources that sets out principles of good governance for the voluntary and community sector</li> </ul>	<ul style="list-style-type: none"> <li>• <a href="#">Charities Toolkit</a> – (Kingstone Smith, 2015) - a toolkit for good governance, including templates for skills assessment</li> <li>• <a href="#">High impact, low cost - Chair and Trustee development</a> (Centre for Charity Effectiveness, Cass Business School) – practical guide to Chair and Trustees development, with exercises and templates</li> <li>• <a href="#">Sample Board survey</a> to gauge perceptions of and performance of the Board</li> </ul>
Board diversity and skillsets	<ul style="list-style-type: none"> <li>• <a href="#">Gender diversity in the boardroom: Reach for the top</a> (CIPD, 2015) - report highlighting some of the key benefits of having a good gender balance on boards</li> <li>• <a href="#">Addressing unconscious bias</a> (McKinsey, 2016) – short video exploring the idea of ‘unconscious bias’</li> </ul>	<ul style="list-style-type: none"> <li>• <a href="#">Good Practice for Diversity and Boards</a> (Equality and Human Rights Commission, 2016) –good practise examples based on survey of all FTSE 350</li> <li>• <a href="#">Know Yourself Unconscious Bias Tool (BITC)</a> – toolkit to enable both employers/employees to consider how their decisions impact on their diverse workforce</li> <li>• <a href="#">Board Diversity Toolkit</a> (Institute for Directors) – access to a range of resources and templates to promote Board diversity</li> </ul>
Chair/ CEO relationships	<ul style="list-style-type: none"> <li>• <a href="#">A marriage made in heaven? The relationship between Chairs and Chief Executives in charities</a> (Clore Social Leadership Programme, 2011) – report on key tenants of an effective Board/CEO relationship based on interview and case studies</li> <li>• <a href="#">Succession planning for the Board</a> – (Spencer Stuart, 2015) – article on how to take a strategic approach to Board succession planning</li> </ul>	<ul style="list-style-type: none"> <li>• <a href="#">CEO and Chair in crisis toolkit (ACEVO)</a> - designed for CEOs whose relations with their Chairs and Boards have reached crisis point</li> <li>• <a href="#">A Chair’s compass</a> (Association of Chairs, 2014) – a step by step guide for Chairs of charities and non-profits</li> </ul>



## PEOPLE – ADAPTIVE TEAM, SUPPORTED AND REWARDED IN DELIVERING MISSION

	Reading (theory)	Tools and resources (practical, how to)
Recruitment	<ul style="list-style-type: none"> <li>• <a href="#">Recruiting for cultural fit</a>, Harvard Business Review (2015) – article on how to recruit individual that share the organisations’ values</li> </ul>	<ul style="list-style-type: none"> <li>• <a href="#">Best Practice Guide to competency based recruitment (HRSG, 2013)</a> – including sample frameworks and tools</li> <li>• <a href="#">Values –based recruitment</a> framework – as an example, a competency framework developed to support recruitment into the NHS and social care</li> <li>• <a href="#">First Round</a> best-practice examples of interview questions</li> </ul>
Performance management	<ul style="list-style-type: none"> <li>• <a href="#">Effective Performance Management</a> (INSEAD, 2005)- report that explores how to manage and deploy resources to help meet organisational goals, with a focus on balanced scorecard</li> </ul>	<ul style="list-style-type: none"> <li>• <a href="#">Performance Management</a> (Chartered Institute for Professional Development) – range of resources to understand how to build an effective performance management framework and the tools that can help support it</li> <li>• <a href="#">Google Objectives and Key Results (OKR)</a> framework and <a href="#">guidance video</a> – example of a goal setting framework developed and used by Google</li> </ul>
Learning and development	<ul style="list-style-type: none"> <li>• <a href="#">Competency framework</a> (Chartered Institute for Professional Development) - principles and current practices around developing competency frameworks to support learning and development</li> </ul>	<ul style="list-style-type: none"> <li>• <a href="#">Getting, developing and keeping the right people</a> (Chartered Institute for Professional Development) – factsheets, podcasts, guide and reports on how to support professional development</li> <li>• <a href="#">Identifying learning needs in your organisation</a> – (Chartered Institute for Professional Development, 2006) – practical guide to understanding learning and development needs in an organisation</li> <li>• <a href="#">Farnam Street Blog</a> – source of articles on different ways of working and learning</li> <li>• <a href="#">Talent-Investment Menu</a> (Fund the People) – toolkit of approaches to investing in people, ranging from individualistic to systemic</li> </ul>



**IMPACT – CLEARLY DEFINED METRICS REGULARLY REPORTED AND ACTED UPON**

	Reading (theory)	Tools and resources (practical, how to)
Developing indicators and metrics	<p>Assessment:</p> <ul style="list-style-type: none"> <li><a href="#">G8 Impact Investment "Measuring Impact" paper</a> – (Social Impact Investment Taskforce, 2014) best practice guidelines for integrating impact at portfolio level as well as specific deals</li> </ul> <p>Measurement and learning:</p> <ul style="list-style-type: none"> <li><a href="#">NPC Four Pillar approach</a> - clear and practical guidance on developing an impact measurement framework</li> <li><a href="#">The Good Investor: A Book of Best Impact Practice</a> – (Investing for Good, 2013) this guide sets out best practice for impact investors specifically in relation to impact, drawing on a wide range of research and detailing a model impact investment process</li> </ul>	<p><b>Extensive resources and tools available on <a href="http://www.goodfinance.org.uk">www.goodfinance.org.uk</a></b></p> <p>Assessment:</p> <ul style="list-style-type: none"> <li><a href="#">BSC Social Impact tests</a> – the thresholds used to assess social impact performance</li> </ul> <p>Measurement and learning:</p> <ul style="list-style-type: none"> <li><a href="#">BSC's Outcomes Matrix</a> – tool for planning and measuring social impact</li> <li><a href="#">Measuring and managing impact – a practical guide</a> – (European Venture Philanthropy Association, 2015) five steps to implement impact measurement</li> <li><a href="#">Social Value UK's self-assessment tool</a> – designed to assess measurement and reporting of social value</li> <li><a href="#">Global Value Exchange</a> – tool showing possible outcomes across issue areas</li> </ul>
Impact reporting	<ul style="list-style-type: none"> <li><a href="#">GIIN Knowledge Center</a> – guides and resources on how investors use impact data</li> </ul>	<ul style="list-style-type: none"> <li><a href="#">Social impact guides &amp; resources</a> – impact reports from a range of intermediaries</li> </ul>



## INVESTMENT PROCESSES – PURPOSFULLY DESIGNED, PROPORTIONATE TOOLS AND PROCESSES (FUND MANAGERS ONLY)

	Reading (theory)	Tools and resources (practical, how to)
Developing pipeline and reach	<ul style="list-style-type: none"> <li>• <a href="#">The Practitioner’s Guide: Steps to Corporate Investment, Innovation and Collaboration</a> – (Corporate Impact X, IDB Groups, Global Corporate Venturing, Centrica and Big Society Capital, 2016) practical guide on opportunities for corporate investment</li> <li>• <a href="#">CAF Charity Trends</a> – free access to charity data split by location, mission and money</li> <li>• <a href="#">State of Social Enterprise Report</a> – (Social Enterprise UK, 2017) research undertaken on the social sector</li> <li>• <a href="#">Network theory and small groups</a> – (Lazer &amp; Katz, 2004) network approach to small groups.</li> <li>• <a href="#">The Strength of Weak Ties</a> – (Granovetter, 1973) article on the importance of developing a wide network as well as a deep one</li> </ul>	<ul style="list-style-type: none"> <li>• <a href="#">The Practitioner’s Guide</a> – A practical guide to creating positive outcomes</li> <li>• <a href="#">The 7-step framework</a> – (Toniic) a framework for impact investing based on lessons learned from global community of investors</li> </ul>
Portfolio construction	<ul style="list-style-type: none"> <li>• The Most Important Thing: Uncommon sense for the thoughtful investor – book by Howard Marks on thoughtful investing</li> <li>• <a href="#">Impact Investing 2.0: insight from 12 outstanding funds</a> – (InSight, Duke university, Impact Assets 2013) looking across different funds to understand the factors leading to a fund’s success</li> <li>• <a href="#">Learning from failures in venture philanthropy and social investment</a> – (European Venture Philanthropy Association paper, 2014) documenting and organising the learnings from failures from 12 venture philanthropy and social investment organisations</li> <li>• <a href="#">The Rockefeller Foundation’s Program-Related Investments Portfolio</a> – (Arabella Advisors, July 2013) – Evaluation report on the effectiveness, relevance and impact of The Rockefeller Foundation’s PRI portfolio.</li> </ul>	<ul style="list-style-type: none"> <li>• <a href="#">The 7-step framework</a> – (Toniic) a framework for impact investing based on lessons learned from global community of investors</li> <li>• <a href="#">A portfolio approach to impact investment</a> - (J.P. Morgan, 2012) practical guide to building, analysing and managing a portfolio of impact investments</li> <li>• <a href="#">Choosing Social Impact Bonds: a practitioner’s guide</a> – (Bridges Ventures, 2014) analysis of SIBs</li> </ul>
Assessment and due diligence	<ul style="list-style-type: none"> <li>• HBR’S 10 must reads on making smart decisions – book compiling articles</li> <li>• Intelligent Investor, Chapter 8 &amp; 20 – Benjamin Graham book</li> <li>• Valuation – McKinsey book on measuring company value</li> </ul>	<ul style="list-style-type: none"> <li>• <a href="#">Shifting the lens: A de-risking toolkit for impact investment</a> – (Bridges Ventures, Bank of America, Merrill Lynch, 2014) looking at risk factors in impact investing and their mitigants</li> <li>• <a href="#">Impact Measurement in Impact Investing: learning from practice</a> – (Nesta Impact Investments, 2015) practical experience of</li> </ul>

		implementing impact measurement within an impact investing context
Monitoring and portfolio management	<ul style="list-style-type: none"> <li>• <a href="#">Building the Capacity for Impact: A report on the capacities needed by the social sector to deliver the aims of the social investment market</a> – (Impetus, 2014) report on building strength of investees to deliver social outcomes</li> <li>• <a href="#">Good Incubation - The craft of supporting early-stage ventures</a> (Nesta, 2014) learnings and recommendations from programmes around the world</li> <li>• <a href="#">VP in a Nutshell: Case studies and good practices</a> – (European Venture Philanthropy Association, 2016) series of short guides on impact measurement, non-financial support and exit with case studies and theory</li> </ul>	<ul style="list-style-type: none"> <li>• <a href="#">Insolvency in brief: A guide to insolvency terminology and procedure</a> – (Price Waterhouse Cooper)</li> <li>• <a href="#">Impact portfolio tool</a> – (Toniic) excel based tool designed to help document the interrelationships between asset classes and impact of a portfolio</li> </ul>



## BUSINESS DEVELOPMENT – ESTABLISHED FORWARD LOOKING PROCESS FOR BUSINESS DEVELOPMENT WITH HIGH CONVERSION (ADVISORS/ARRANGERS ONLY)

	Reading (theory)	Tools and resources (practical, how to)
Developing pipeline and reach, with strong conversion rates	<ul style="list-style-type: none"> <li>• <a href="#">State of Social Enterprise Report</a> – (Social Enterprise UK, 2017) research undertaken on the social sector</li> <li>• <a href="#">CAF Charity Trends</a> – free access to charity data split by location, mission and money</li> <li>• <a href="#">Small charities and social investment</a> – (IVAR, 2016) research in to the social investment journey of small charities with actions on what can improve the journey</li> <li>• <a href="#">Network theory and small groups</a> – (Lazer &amp; Katz, 2004) network approach to small groups.</li> <li>• <a href="#">The Strength of Weak Ties</a> – (Granovetter, 1973) article on the importance of developing a wide network as well as a deep one</li> </ul>	<ul style="list-style-type: none"> <li>• <a href="#">Sales funnel</a> – tool used in generating business</li> <li>• <a href="#">Personal Boardroom</a> – tool for assessing and building your personal/organisational network (online tool can be trialled for free)</li> </ul>



## BUSINESS MODEL – SUSTAINABLE GROWTH BASED ON UNDERSTANDING OF BENEFICIARY NEEDS AND COMPETITIVE LANDSCAPE

	Reading (theory)	Tools and resources (practical, how to)
Understanding the market	<ul style="list-style-type: none"> <li>• <a href="#">Community Business Reports</a> – (Power to Change, Social Finance 2016 ) updated assessment on the state of community business market</li> <li>• <a href="#">SEUK Social Enterprise</a> – publications on the social enterprise sector, models, mergers and franchises</li> <li>• <a href="#">The size and composition of social investment in the UK</a> – (Big Society Capital, 2016 and 2017) comprehensive estimate of the size and composition of social investment in the UK</li> <li>• <a href="#">IVAR</a> – publications on small and medium sized charities’ experiences with social investment</li> </ul>	<ul style="list-style-type: none"> <li>• <a href="#">Investment providers portal</a> – list of existing funds and investors</li> <li>• <a href="#">Business model case studies</a> – case studies of organisations that have taken social investment</li> </ul>
Developing your model	<ul style="list-style-type: none"> <li>• <a href="#">Business model generation</a> – (Alexander Osterwalder &amp; Yves Pigneur, 2009) handbook on developing a business model</li> <li>• <a href="#">Good strategy, bad strategy</a> – (Richard P. Rumelt, 2011) book on the characteristics and benefits of a good strategy (link to extract)</li> <li>• Lean start-ups for social change – book on the build, measure, learn approach to enterprise</li> <li>• <a href="#">Practical solutions and actionable insights on how to do impact investing</a> – (World Economic Forum, 2013), lessons learned from early impact investors</li> </ul>	<ul style="list-style-type: none"> <li>• <a href="#">Strategy Tools</a> – (Strategic Management Insight) list of the most popular business strategy tools</li> <li>• <a href="#">The 7-S Framework</a> – from ‘In search of Excellence’ book, it details inter-related factors in an organisation’s effectiveness</li> <li>• <a href="#">Stress-test your strategy: The 7 questions to ask</a> – (HBR, 2010), tool for challenging and adapting your business strategy</li> <li>• <a href="#">Appreciative inquiry</a> – technique for analysing and building on an organisation’s strengths</li> </ul>
Growth and scaling	<ul style="list-style-type: none"> <li>• <a href="#">What does it take to go big? Insights on scaling social innovation from the Centre for Social Action Innovation Fund</a> – (Nesta, 2016) lessons from different sizes and different sectors</li> </ul>	<p><a href="#">McKinsey’s 7 steps of problem solving</a> – a framework for analysis problems and finding solutions. <a href="#">Problem solving grand slam</a> – MIT step by step guide to 7 steps.</p>



## COMMS & FUNDRAISING – STRATEGIES BASED ON CLEAR UNDERSTANDING OF MISSION, BENEFICIARIES, AUDIENCE AND INVESTORS

	Reading (theory)	Tools and resources (practical, how to)
Communications strategy	<ul style="list-style-type: none"> <li>HBR's 10 Must reads on Communication</li> <li><a href="#">Campaigns and awareness</a> – NCVO knowledge bank for communications and marketing</li> <li><a href="#">Obvious Adams: The story of a successful businessman</a> – (Robert Updegraff, 1916) story with simple messages on marketing logic</li> <li><a href="#">Necessary art of persuasion</a> – (Jay A. Conger, 1998) ways to think about communicating and influencing people</li> </ul>	<ul style="list-style-type: none"> <li><a href="#">Pyramid Principle</a> – (Barbara Minto) framework for communicating used in consultancy</li> <li><a href="#">Golden Circle</a> – Simon Sinek TED talk with model on 'how leaders inspire action'</li> <li><a href="#">Marketing and advertising tips</a> – (Businessballs) tips on writing a strategic marketing plan</li> <li><a href="#">PR Newswire</a> – platform for publishing press releases for a set fee, good for financial press</li> <li><a href="#">Media Trust</a> – training and consultancy in all aspects of the media</li> <li><a href="#">Twitter handbook</a> – guide to campaigning on Twitter</li> <li><a href="#">Case studies</a> – Big Society Capital's case studies for communicating what social investment looks like in practice</li> <li><a href="#">CharityComms knowledge hub</a> – guides and case studies for third sector communications</li> </ul>
Developing a network and fundraising	<ul style="list-style-type: none"> <li>How to win friends and influence people – (Dale Carnegie, 1936) book on forming relationships</li> <li><a href="#">Institute of Fundraising reports and guides</a> – covering basics and specific topics such as trustees and fundraising</li> </ul>	<ul style="list-style-type: none"> <li>Investment manuals of prospective investors</li> <li><a href="#">Elevator pitch essentials</a> – overview of what it is and why it matters</li> </ul>



## OPERATIONAL SYSTEMS – CONSIDERED, PROPORTIONATE LEGAL, FINANCIAL AND PORTFOLIO MANAGEMENT PROCEDURES

	Reading (theory)	Tools and resources (practical, how to)
Data management systems	<ul style="list-style-type: none"> <li>• <a href="#">Principles of Data Management: facilitating information sharing</a> – (Keith Gordon, 2007) book on the policies and procedures to support activities with high quality information (link to first chapter)</li> <li>• <a href="#">Don't just capture knowledge – Put it to work</a> – (HBR, 2008), how to make the best use of organisational knowledge</li> </ul>	<ul style="list-style-type: none"> <li>• <a href="#">How to choose a database supplier</a> – (NCVO, 2017) step by step guide on planning and procuring data needs</li> <li>• <a href="#">Top 10 considerations when choosing a Database management system</a> – (DataHQ, 2014) list of considerations</li> <li>• <a href="#">Choosing CRM Software: A Buyer's Guide</a></li> </ul>
Legal documentation processes	<ul style="list-style-type: none"> <li>• <a href="#">What's in a Term sheet?</a> – (Bruce Gabney, 2013) overview of each part</li> <li>• Free resources on law firm websites – 'know how' or 'online resources'</li> <li>• <a href="#">Legal advice</a> - (NCVO) guidance for small organisations</li> </ul>	<ul style="list-style-type: none"> <li>• <a href="#">Trust Law Network</a> – Thomas Reuters pro-bono matching network</li> <li>• <a href="#">Law works</a> – free resources and events for not-for-profits</li> <li>• <a href="#">Get Legal</a> – Bates Wells Braithwaite online resource for legal templates</li> </ul>
Financial and operational risk management	<ul style="list-style-type: none"> <li>• <a href="#">The Basics of Financial Management</a> – (NCVO, 2016) principles for non-profit organisations</li> <li>• <a href="#">Risk management – Principles and Definitions</a> – (Program Success, 2011) article defining the principles and process of risk management</li> </ul>	<ul style="list-style-type: none"> <li>• Big Society Capital's Recovery and Resolution plan principles</li> </ul>
Regulatory permissions and control	<ul style="list-style-type: none"> <li>• <a href="#">FCA Handbook</a> – (FCA, 2016) record of FCA's legal instruments and user's guide</li> <li>• <a href="#">Principles of Good Regulation</a> – (FCA, 2016) principles of regulation and principles for businesses being regulated</li> </ul>	

### How you can help

- Examples – are there other resources or support that you have come across or used and found helpful?
- Gaps – are there areas where you have looked for accessible (and affordable?) support and have really struggled? This could help us identify areas where co-ordinated, sector wide solution could be required.

Please get in touch with [Claire Kearney](#) if you have any suggestions or comments.