

# Supporting Community and Social Enterprise in Deprived Communities

Ed Cox

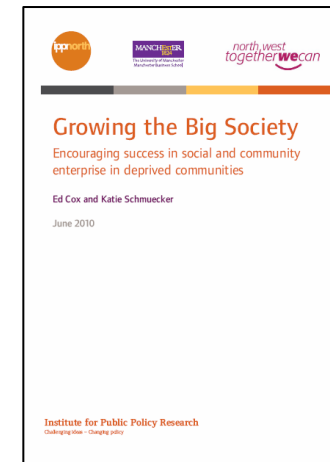
6 December 2010



# Growing the Big Society Report

## □ Research

- Policy & literature review
- Online survey
- Case studies
- Interviews with local authorities
- Workshop



## □ Conclusions & Recommendations

- Key similarities and differences between community and social enterprises - success factors & barriers to enterprise
- Government: Dialogue with sector
- VCS: Organisational review; co-ordination of support
- Local authorities: Commissioning and procurement



# Definitions

## □ Social Enterprise ...

- A business with primarily social objectives, whose surpluses are principally reinvested rather than to maximise profit.

## □ Community enterprise ...

- ... as social enterprises but 'they seek to benefit a particular geographic area or community of interest' ...
- 'a focal point for local people to identify the needs of their local communities and to respond with the help of their own income-generating activities' (CLG 2010)

## □ ... at the heart of the Big Society agenda



# Key success factors for community and social enterprise

- Making the 'enterprise leap'
- Building an enterprising team
- Policy and strategy
- Social enterprise support



# Making the 'enterprise leap'

- Carrying out an organisational review
- Becoming more business-minded
- Securing contracts and assets
- Building networks and marketing the organisation
- Working with local authorities



# Building an enterprising team

- Leadership
- Developing core functions
- Nurturing key skills
  - ▣ Financial management
  - ▣ Marketing
  - ▣ Procurement
  - ▣ Networking



# Policy and strategy

- Good awareness but variations in strategy and delivery
- Liverpool:
  - ▣ Audit of social enterprise sector
  - ▣ Review of commissioning and procurement
  - ▣ Enterprise grants, SSE and 'Academy'
- Tameside:
  - ▣ Co-ordination of support – especially start-up



# A picture of success

- Right people involved – skills & creativity
- Locally-rooted – ownership and control
- Drawing upon support & open to learn
- Enterprising but choosy, market research
- Clear vision and business planning
- Sharing knowledge, strong partnerships



# Social enterprise support

- ❑ Pre-startup and start-up support, organisational development and marketing support.
- ❑ Seedcorn funding and 'enterprise grants'.
- ❑ Support with commissioning and procurement from public agencies in particular and training to take on public assets such as buildings and parks.
- ❑ Support in terms of becoming 'enterprise ready', becoming more business-minded and achieving sustainability.
- ❑ Mentoring and peer-to-peer support.
- ❑ Co-ordination and signposting.



# Ed Cox ippr north

[e.cox@ippr.org](mailto:e.cox@ippr.org)  
[@edcox\\_ippr](#)  
[www.ippr.org](http://www.ippr.org)

