

Efford Building Communities Initiative Masterplan

Developing and Supporting Social Enterprise in Efford
Report prepared by
CSC Regeneration & Research Consultants

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Issued for comments

Please note:
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1. INTRODUCTION

This report has been produced by CSC Regeneration & Research Consultants working as part of a consortium of consultants commissioned to develop a Master Plan for Efford as part of the Building Communities Initiative funded by the South West Regional Development Agency (SWeRDA). This report considers the potential to develop and support social enterprise in Efford and details a number of recommendations to build a sustainable social enterprise base within the area.

The remainder of this section includes:

- i. Background
- ii. Structure of the report

1.1 BACKGROUND

The overall objective of the Master Plan is to provide Plymouth City Council (PCC), SWeRDA and the Heart of Efford Community Partnership (HECP) a report encompassing all areas of the Framework for Action (of which this report constitutes a component part). The 'Framework for Action' is an agreement between Plymouth City Council and SWeRDA which drives forward the Building Communities Initiative. The core thrust of the Framework for Action provides aims to identify the types of provision needed in Efford, which can be developed and addressed through the BCI Master Planning process.

The scope of CSC's work focuses on socio-economic consultancy support, in particular this includes:

- Community focussed capacity building support
- Undertaking skills audits and evaluating current employment support and opportunities for training
- Investigating how an entrepreneurial spirit can be fostered in Efford to stimulate enterprise working
- Identifying opportunities for social enterprise solutions for the community

CSC has undertaken a comprehensive methodology to investigate the opportunities that may exist to develop and support social enterprises in Efford (full methodology is detailed in Appendix 1).

1.2 STRUCTURE OF THE REPORT

The report is structured around five main sections and has been written to facilitate easy access and understanding for both technical and non-technical readers:

- Section 1: Introduces the report and sets the context for its production as part of overall Efford Master Plan through the Building Communities Initiative.
- Section 2: Details a profile of the Efford area drawing on secondary data research focussing on key economic and social variables relevant to the scope of social enterprise activity and provision.
- Section 3: Discusses social enterprises in general, their characteristics, national policy and current regional and local support frameworks that would be relevant to social enterprise in Efford.

- Section 4: Describes key findings from the consultation and explores the potential to develop and support social enterprise in Efford accounting for the most significant barriers to progress and priority types of service needed.
- Section 5: Draws together key messages from the consultation and describes a suggested way forward to develop and support a social enterprise in Efford.
- Section 6. Appendices

2. PROFILE OF EFFORD

Efford is a post war 'garden suburb' type estate approximately three miles from the centre of Plymouth. The estate, and in particular the main shopping precinct at Torr ridge Way, has over recent years become run-down in places, with houses in the nearby area in a poor state of repair.

This section describes the context of Efford that directly or indirectly influence the scope of development of a social enterprise within the area. The topics covered include:

- i. Area location
- ii. Population
- iii. Neighbourhood indices of deprivation
- iv. Self employment and local business

Each of these is considered in more detail below.

2.1 LOCATION

The Plymouth 'Neighbourhood Map' (see figure 1 below) was developed by a number of partners from Plymouth 2020 – the Local Strategic Partnership for Plymouth – and identifies 43 natural neighbourhoods within the city boundary. This map, rather than drawing upon existing ward boundaries, defines areas with which people can identify, and within which they can expect to find basic services such as food shopping, doctors, dentists, post office and primary schools. Efford is identified as neighbourhood 16, and is found towards the centre of the city.

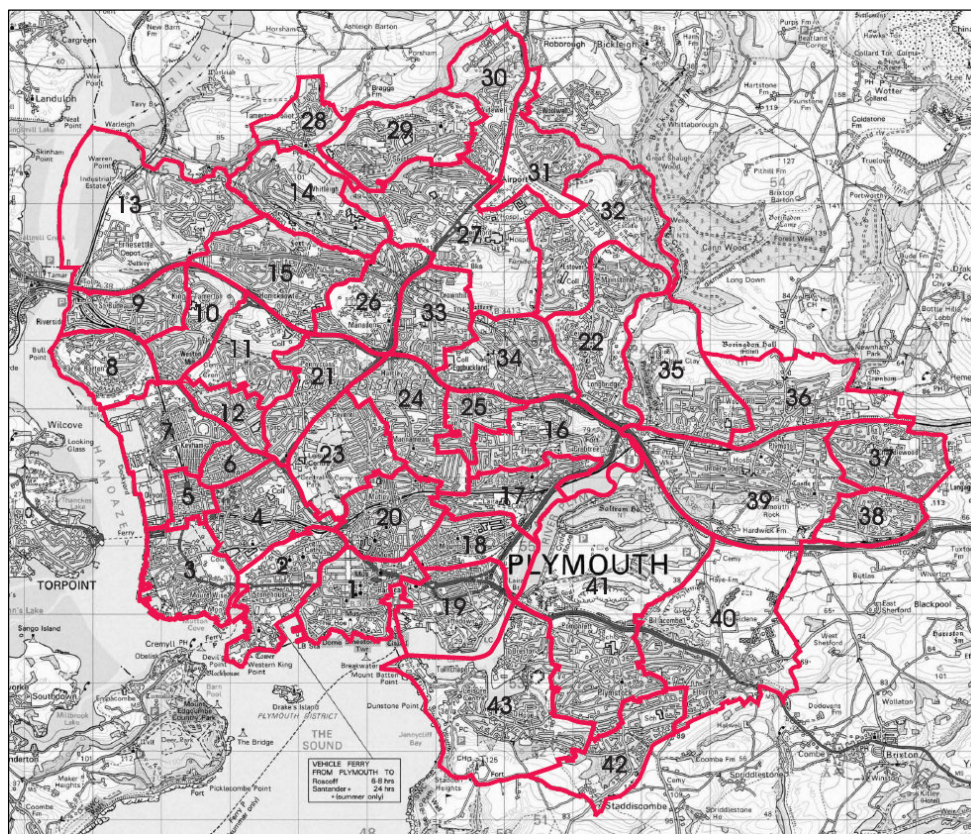


Fig.1: Plymouth 2020 Partnership Neighbourhood Map

In terms of topography the Efford Neighbourhood is, in relation to the rest of the city, on higher land and much of its streets are steeply sloping. Efford is relatively green with some large open spaces (well illustrated by figure 2 below), and commands good views over the surrounding areas.



Fig.2 Aerial view of Efford Neighbourhood



PHOTOS:
(clockwise from
top-left)

1. Torridge Way
and flats

2. View over
the lower lying
city

3. Torridge Way
shops (inc. Co-op)

4. Typical family
housing stock on
steeply sloping
road

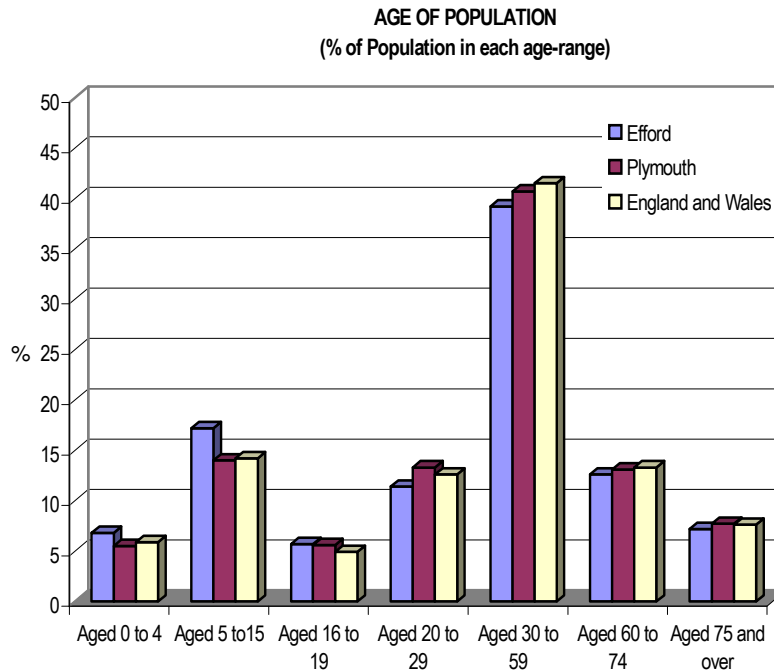
It is important to note that whilst the Efford Neighbourhood as defined by the Local Strategic Partnership (LSP) varies slightly from the original Efford Ward boundary and the National Statistics Output Area, statistics in the main are drawn from the Efford Ward area. This has been done in order to access the widest range of local and comparable data sets. This enables a comprehensive picture of the local area to be built up and accurate comparisons with the city as a whole can be made.

2.2 POPULATION

The resident population of Efford Neighbourhood, as measured from the 2001 Census was 6,171, of which 47.3% were male and 52.7% were female. At this time the resident population of Plymouth was 240,720 of which 48.8 % were male and 51.2% were female.

2.2.1 AGE PROFILE

The chart below shows the age profile for Efford, Plymouth, and England and Wales according to the proportion of the total population of each area in each age band.

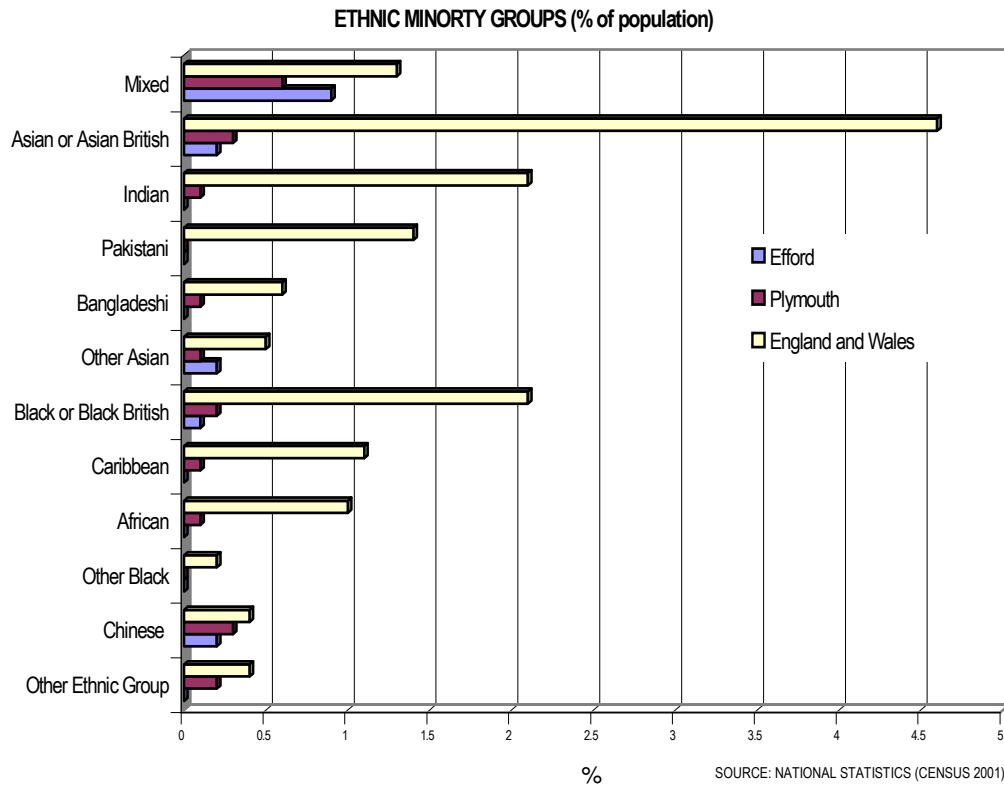


SOURCE: NATIONAL STATISTICS (CENSUS 2001)

Efford has a significantly higher proportion of residents aged 5 to 15 years than either Plymouth or England and Wales averages. Conversely there is a lower proportion of people in the older age groups resident in Efford, when compared to both Plymouth and England and Wales as a whole.

2.2.2 ETHNICITY

Efford, like the rest of Plymouth as a whole, is not a particularly ethnically diverse area. Details of ethnic minority populations in Efford are given in the graph below.



In terms of ethnicity, of the total population resident in Efford 98.6% consider themselves to be White. This compares to 98.4% Plymouth wide, and 90.9% in England and Wales.

2.3 NEIGHBOURHOOD INDICES OF DEPRIVATION

Indices of deprivation provide a useful means of comparing areas against specific defined criteria. We have considered two major data sets, using data from both the Plymouth 2020 Partnership, and National Statistics, to account for local variances in deprivation measurements.

2.3.1 PLYMOUTH 2020 INDICES OF DEPRIVATION

The Plymouth 2020 Partnership developed a Neighbourhood Index of Deprivation for Plymouth to establish which neighbourhoods within the city area were the poorest performing in relation to Neighbourhood Renewal Floor Targets. This index identifies the rank position for each of the 43 neighbourhoods within Plymouth where 1 is the poorest performing neighbourhood and 43 is the best performing neighbourhood. The overall position of a neighbourhood is derived from the average scores of deprivation measured against each of the following five theme areas:

- i. Education
- ii. Crime
- iii. Housing
- iv. Health
- v. Worklessness

The matrix below gives us the 10 neighbourhoods ranked most deprived using the most recent data sets, compiled in 2005.

Table D: Neighbourhood Renewal Index of Deprivation 2006

Area name	Crime Score	Rank	Education Score	Rank	Housing Score	Rank	Workless Score	Rank	Health Score	Rank	Total All Theme Score	Rank	Position of Lowest whole or part Scoring IMD 2004 SOA within neighbourhood	Does the SOA fall 100% within the neighbourhood	2005 Rank
Devonport	38.67	4	90.07	1	61.15	20	100.00	1	72.46	2	72.47	1	3%	Whole	2
City Centre	100.00	1	64.25	8	54.98	23	-	-	61.81	6	70.26	2	3%	Part	3
North Prospect	37.23	6	81.47	3	79.61	9	62.18	5	69.51	3	66.00	3	3%	Whole	4
Barne Barton	41.99	3	71.48	6	85.71	6	58.24	7	67.87	4	65.06	4	3%	Whole	5
Stonehouse	56.78	2	74.17	4	23.30	36	94.92	2	73.99	1	64.63	5	3%	Whole	1
Ernesettle	20.59	16	84.93	2	75.31	13	60.15	6	59.15	9	60.03	6	20%	Whole	10
Efford	21.80	14	73.77	5	89.80	3	48.69	9	62.26	5	59.26	7	10%	Whole	6
Whitleigh	21.83	13	67.54	8	81.28	7	55.37	8	52.55	15	55.71	8	10%	Whole	16

The matrix shows that Efford is ranked as the 7th most deprived neighbourhood overall, it is the most deprived of all Plymouth neighbourhoods in terms of housing, and within the top ten most deprived wards for education and health.

2.3.2 INDICES OF DEPRIVATION FOR WARDS

The Indices of Deprivation (ID2000) for Wards are based on data within six domains, each of which is constructed using a range of individual indicators. These are briefly explained below:

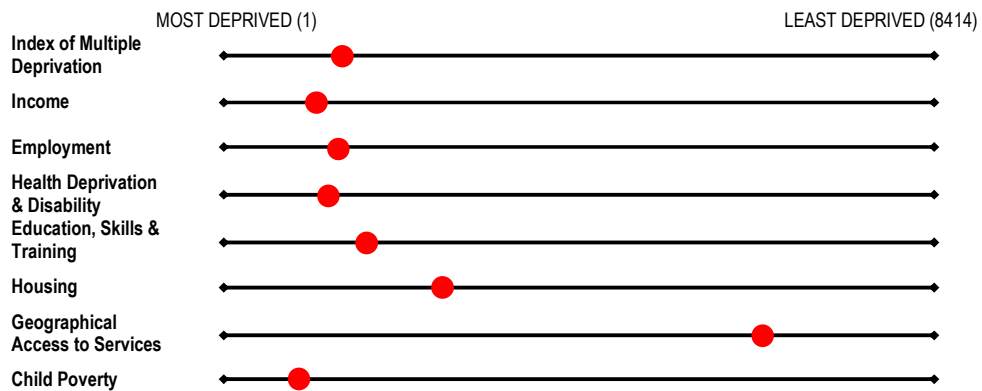
- i. Income – measuring people who are on a low income drawing mainly from benefits data
- ii. Employment – measuring employment deprivation as those who want to work but are unable to do so through unemployment, sickness or disability (i.e. involuntary exclusion from the world of work).
- iii. Health Deprivation & Disability – measuring those people whose quality of life is impaired by either poor health or disability.
- iv. Education, Skills & Training – measuring deprivation across a range of indicators including lack of qualifications, being outside of fulltime education and failed applications for higher education.
- v. Housing – measuring those living in unsatisfactory accommodation, and homeless
- vi. Geographical Access to Services – measuring the ability to access essential services such as medical care and education.
- vii. Child poverty – a supplementary indicator (not a component part of the indicator of multiple deprivation) which is measured using data including the numbers of children under 16 in benefit reliant families.

Each indicator is measured independently before being weighted and combined to form the Index of Multiple Deprivation (IMD). The matrix below shows the rank of Efford in relation to the 8414 Wards in England and Wales where 1 is the most deprived ward, and 8414 the least deprived. The matrix also displays this rank position as a percentage of the total number of Wards in England and Wales, thus we can find that in terms of the IMD, Efford Ward is one of the 20% most deprived of wards in England and Wales. The same statistic is true for Efford in terms of income, employment, health deprivation and disability, and child poverty.

INDEX OF MULTIPLE DEPRIVATION DATA FOR EFFORD		
INDICATOR	RANK	RANK POSITION AS % OF TOTAL WARDS
Index of Multiple Deprivation	1374	16.3%
Income	1027	12.2%
Employment	1368	16.3%
Health Deprivation and Disability	1233	14.7%
Education, Skills and Training	1698	20.2%
Housing	2621	31.2%
Geographical Access to Services	6380	75.8%
Child Poverty	1004	11.9%

SOURCE: NATIONAL STATISTICS, INDICES OF DEPRIVATION (2000)

The diagram below provides a graphical interpretation of the above statistics, showing the position of Efford Ward (represented by the red dot) in relation to other Wards in England and Wales where the most deprived Ward is at the left hand end of the scale and the least deprived Ward on the right-hand side.



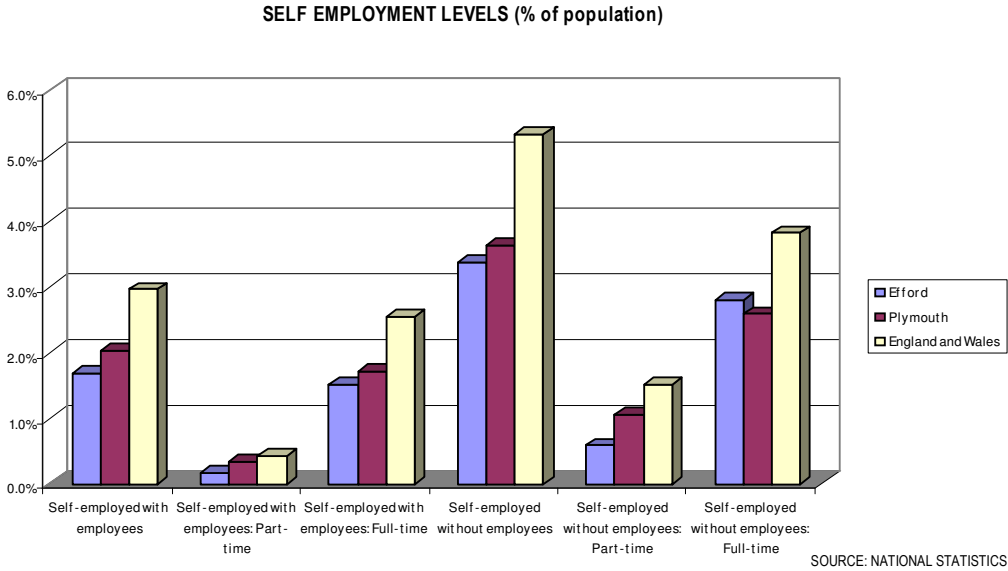
SOURCE: NATIONAL STATISTICS, INDICES OF DEPRIVATION (2000)

Many of the indicators used in the index of multiple deprivation measurements can overlap with the scope of social enterprises. Clear links to social enterprise opportunity can be drawn between key deprivation indicators as social enterprise activity can make a positive impact either directly or indirectly as a means to improve the social or economic outlook of local people. Social enterprises can be extremely effective vehicles at both engaging and supporting local people for example employment and training support, health services, housing programmes, children's education and care and general improved access to key services for people in deprived communities poorly serviced by mainstream providers.

Any final social enterprise offer that is developed should be informed by the background of Efford with its relatively poor socio-economic indicator rankings, as well as the recorded preferences of local people and suggestions of relevant practitioners.

2.4 SELF EMPLOYMENT AND LOCAL BUSINESS

The chart below shows self-employment levels as persons self-employed as a percentage of total population. Efford has a lower proportion of self employed people than the local and national figures in all but one of the categories below ('Self employed without employees: Full-time') where it has a marginally higher rate than for Plymouth as a whole but which is lower than the figure for England and Wales.



The tables below look at the numbers of VAT registered enterprises in Efford firstly according to numbers of employees and secondly according to industry group.

Low levels of self-employment in the Efford area indicate that there could be the potential need from local people to be supported in understanding and exploring the basic principles of a social enterprise as a trading body, which ultimately aims to become self-sustaining.



3. SOCIAL ENTERPRISE

Social Enterprise is a widely used term, often seen to as a way to stimulate positive change in deprived communities, but where the context for such enterprises differs from one example to the next. In order to consider what role a social enterprise could have in Efford it is important to acknowledge the issues relating to policy of business-led regeneration and identify existing support mechanisms available to social entrepreneurs. Once the overarching purpose and potential of the social enterprise approach has been explored any offer to develop a social enterprise in Efford can begin to be refined.

This section of the report considers the following aspects of social enterprises:

- i. Defining Social Enterprise
- ii. Social Enterprises in the national context
- iii. The potential of social enterprise
- iv. Support organisations

Each of these is outlined in more detail below.

3.1 DEFINING SOCIAL ENTERPRISE

Social Enterprises are businesses with a primarily social objective whose surpluses are principally reinvested for that purpose in the business or the community, rather than being driven by the need to maximise profit for shareholders and directors. Social Enterprises have the ability to marry strong public services ethos with business acumen, resulting in a customer focused, responsive organisation which has a commitment to the public rather than to profits for shareholders. Social Enterprises may come in a variety of shapes and forms, however generally they share three common characteristics as identified below:

COMMON CHARACTERISTICS OF A SOCIAL ENTERPRISE

- Enterprise Orientated – directly involved in producing goods and services to a market, seeking to be a viable trading concern and making a surplus from trading.
- Social Aims – having explicit social aims such as job creation, training, or provision of local services. They have ethical values including a commitment to capacity building. They are accountable to their members and wider community for their social, environmental and economic impact.
- Social Ownership – an autonomous organisation with a governance and ownership structure based on stakeholder groups such as clients or local community groups, or by trustees. Profits are used for the benefit of the community.

There is no one defined organisational type or legal status type for a social enterprise, however some of the most common types in the UK include:

COMMON TYPES OF SOCIAL ENTERPRISE

- Community Businesses – Both run by and for a local community, such as a shop or nursery
- Co-operatives – Owned and run by a group of people for the benefit of their members
- Development Trusts – Community based and owned regeneration enterprises

- Social Firms – Businesses that have a significant number of employees with a disability
- Intermediate Labour Market Companies – Provide training and work for the long-term unemployed.
- Credit Unions – Providing access to finance
- Employee Owned Businesses – Creating and/or rescuing jobs as part of economic development strategies
- Charities Trading Arms – Enable charities to meet objectives in innovative ways

3.2 THE POTENTIAL OF SOCIAL ENTERPRISE

The current political environment is very favourable for the development of not only social enterprise, but the third sector as a whole – including voluntary and community organisations, charities, co-operatives, and social enterprises. Politicians from across the political spectrum are seeing the potential for third sector activities to facilitate public sector reform and build representative, empowered voices in local communities.

Furthermore, many see social enterprise in its many guises as a way of ensuring that third sector activities are professional, well-led, enterprising, accountable, and sustainable. Social enterprise done well can enable third sector organisations to go beyond the constraints of charitable dependency and thus become stronger, more viable and more dependable service deliverers.

3.3 SOCIAL ENTERPRISES IN THE NATIONAL CONTEXT

The government, through the Department of Trade and Industry (DTI), has been firmly committed to the support and development of social enterprise nationally having launched its Social Enterprise Unit in October 2001, and Strategy for Social Enterprise in July 2002. The remit of the Social Enterprise Unit is to act as a focal point and coordinator for policy making affecting social enterprise, promote and champion social enterprise, take action needed to address barriers to the growth of social enterprises, and identify and spread good practice.

Recently the government has reconfirmed its commitment to social enterprise through its 'progress report' and in particular focussed on: creating an enabling environment; making social enterprises better businesses; and establishing the value of social enterprise.

3.4 SUPPORT ORGANISATIONS

There is a range of existing support for social enterprise development at all levels nationally, regionally and locally. Below is an introduction to some of the major players relevant to Efford.

SUPPORT FOR SOCIAL ENTERPRISE

- **Co-active Ltd** – One of the most experienced social enterprise development agencies in the UK, Co-active is itself a social enterprise working with individuals and communities across the far South West of England, developing and supporting social enterprises. Co-active offer information, advice and support to start-up and established social businesses, develop co-operatives, community businesses, community development trusts and other types of social enterprises. Coactive promote, with other partner organisations, social economy solutions across a wide variety of regeneration programmes. Coactive work with other economic development organisations to ensure the special contribution of the social economy is understood and usefully deployed.

Co-active's range of services include business consultancy; specialist development work; incorporation and governance advice; accredited training across the spectrum of social economy activities; advice and support for practitioners, co-operators and social entrepreneurs

- **RISE** – The voice for South West social enterprise, RISE is a strategic regional organisation which aims to support the development of a sustainable social enterprise sector in the South West of England by the following objectives:
 - Ensuring SW social enterprises have access to effective high quality business support
 - Facilitating the delivery of social enterprise business support throughout the region
 - Sharing and providing information and good practice on social enterprise development
 - Lobbying and promotion on behalf of social enterprises and support agencies
 - Ensuring that RISE is managed effectively as an organisation
 - RISE is a membership organisation open to any individual or organisation that is interested in the social enterprise agenda in South West England.
- **CEU Ltd** – A not-for-profit worker co-operative and a company limited by guarantee, based in Exeter, Devon. CEU delivers community-based economic development to support emerging and established social enterprises within Devon. CEU work with a range of organisations including community businesses, co-ops and development trusts, they also work with agencies and partnerships supporting community-based regeneration. More recently this work has extended, primarily to Dorset and Somerset. CEU offers packages of training, technical support and consultancy services to a range of community, public and private sector clients.
- **Business Link Devon and Cornwall** - The Business Link service for Devon and Cornwall is part of the national Business Link network providing help and support for small businesses and people starting businesses. BL Devon and Cornwall currently employ over 140 people and have offices based in Plymouth (head office), Bodmin and Exeter. Business Link have staff dedicated to self-employment and social enterprise support and development, however the specialised Social Enterprise support is delivered locally by Co-active who are contracted by BL Devon and Cornwall.

4. DEVELOPING SOCIAL ENTERPRISE IN EFFORD

The consultation sought to build upon the background information gathered about the socio-economic landscape of the Efford area and identify the greatest needs of local people that could be translated into a sustainable social enterprise service.

This section details the results taken from the research and consultation activity, and is structured around the same three themes used throughout the consultation process:

- i. Opportunities – the potential to develop social enterprise
- ii. Barriers – perceived barriers to establishing successful social enterprises
- ii. Support – how to develop and nurture new social enterprises

Each theme is covered in more detail below.

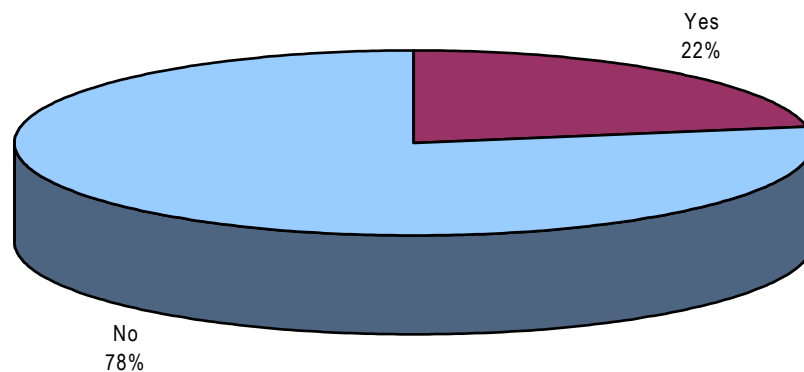
4.1 OPPORTUNITIES

An important part of the consultation was to determine what opportunities exist to encourage the development of a new social enterprise within Efford. This section described the feedback returned from participants of the highlights the significant trends identified.

4.1.1 AWARENESS OF EXISTING SOCIAL ENTERPRISE ACTIVITY

As part of the questionnaire survey conducted with key players, respondents were asked to indicate if they were aware of any existing social enterprise activity locally. The results are shown in the chart below.

IS SOCIAL ENTERPRISE CURRENTLY UNDERWAY IN THE EFFORD/LOCAL AREA?
(% of total respondents)



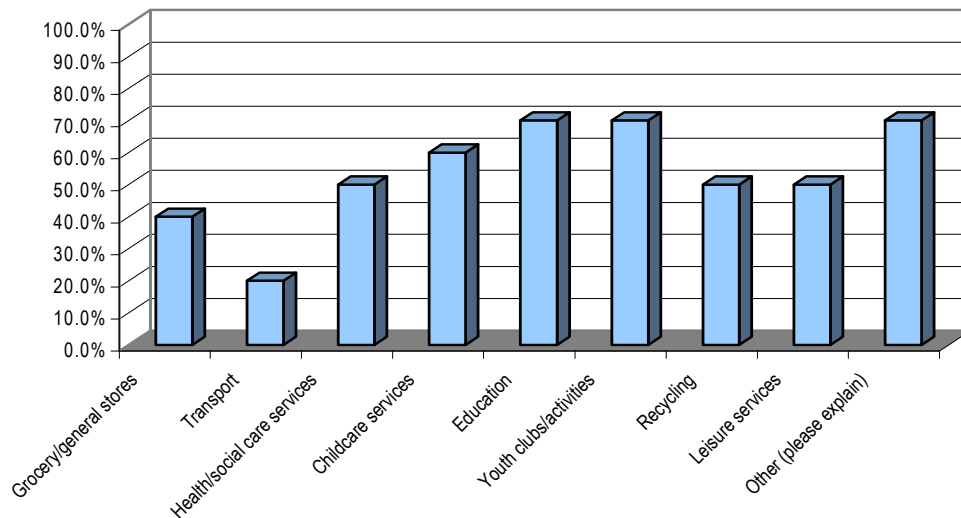
The majority of respondents (78%) were not aware of any specific activity underway in the immediate Efford area or surrounding neighbourhoods. Of the 22% of respondents who indicated that they were aware of existing social enterprise activity, examples included a furniture collection service operating in central Plymouth and childcare and luncheon clubs based in some of the city's primary schools. The main social enterprise identified in Efford was the Playtots childcare service based at Plym View Primary School.

4.1.2 ADDITIONAL COMMUNITY SERVICES NEEDED IN EFFORD

Survey respondents were asked to indicate what additional community services they believe are needed in Efford.

WHAT ADDITIONAL COMMUNITY SERVICES ARE NEEDED IN EFFORD? (e.g. shops, transport)	% RESPONDENTS SELECTING EACH SERVICE
Grocery/general stores	40.0%
Transport	20.0%
Health/social care services	50.0%
Childcare services	60.0%
Education	70.0%
Youth clubs/activities	70.0%
Recycling	50.0%
Leisure services	50.0%
Other (please explain)	70.0%

ADDITIONAL COMMUNITY SERVICES NEEDED IN EFFORD
(% respondents selecting each service)



The most selected types of provision included education services, youth clubs, and other services, with each category selected by 70% of respondents. Respondents indicated that education services for adults were very low within the Efford area, including low levels of youth provision for young people particularly those who have left school but do not have employment or enrol on formal training courses. There was also a strong indication that there is further scope for childcare services within Efford, although any proposals to develop such a service should also consider the existing enterprises that operate in Efford, such as the Play Tots childcare programme.

The additional services recorded against the 'other' are detailed below.

ADDITIONAL COMMUNITY SERVICES NEEDED IN EFFORD

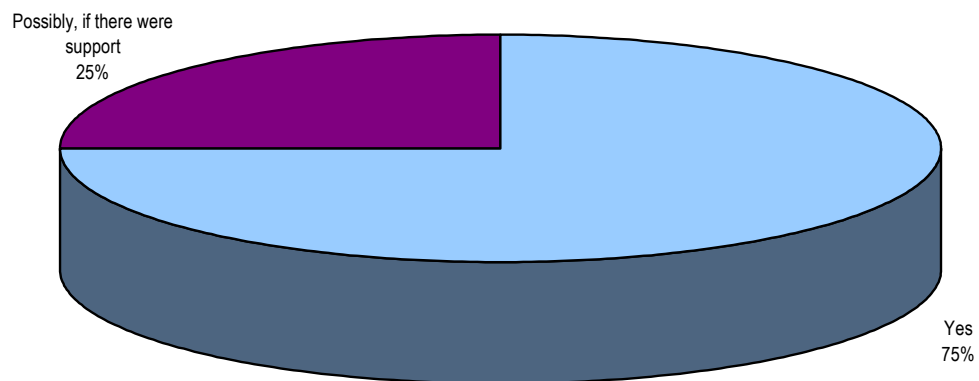
- *Young people's activities*
- *Chemist to open Saturday*
- *Hairdressing*
- *Family pub*
- *Recycling collection service*
- *Community centre base for young people to combine leisure and enterprise based activities*
- *Community fitness centre*

4.1.3 THE SCOPE TO DELIVER COMMUNITY SERVICES THROUGH A SOCIAL ENTERPRISE MODEL

Survey respondents were asked to indicate whether they think there is scope to deliver community services through a social enterprise model in Efford. Encouragingly 75% of respondents felt that there was scope for this. The remaining 25% thought that there was scope if support were available.

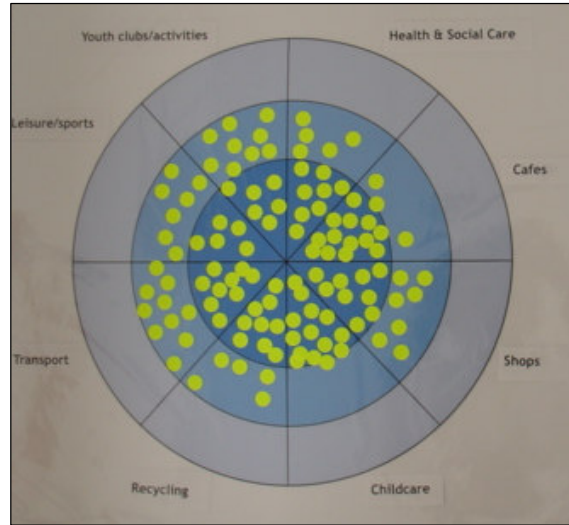
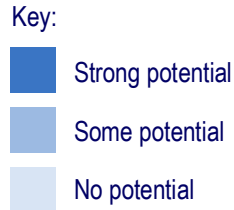
IS THERE SCOPE TO DELIVER COMMUNITY SERVICES THROUGH A SOCIAL ENTERPRISE MODEL	%
Yes	75.0%
No	0.0%
Possibly if there were support	25.0%
Don't know	0.0%

SCOPE TO DELIVER COMMUNITY SERVICES THROUGH A SOCIAL ENTERPRISE MODEL
(% respondents selecting each service)



4.1.4 TYPES OF SERVICE THAT CAN BE DELIVERED THROUGH A SOCIAL ENTERPRISE MODEL

As part of the Enterprise and Entrepreneurship seminar, participants were presented with a Bulls-Eye feedback board themed to discover what potential exists to deliver local services through a social enterprise model. The results are shown in the image right.



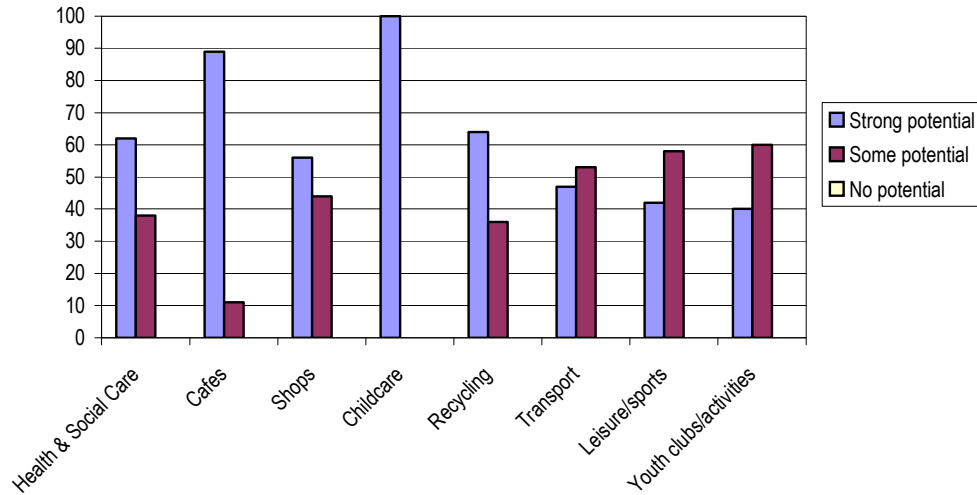
The Bulls-Eye board revealed delegates felt that childcare was the service type with strongest potential to be delivered through a social enterprise model. A higher concentration of coloured dots towards the centre of the consultation board for those segments describing cafes; recycling; and health and social care services also proved popular amongst delegates as potential social enterprises in Efford.

Analysing the data from the Bulls-Eye board further yields the following results.

POSSIBLE SERVICES THAT CAN BE DELIVERED THROUGH A SOCIAL ENTERPRISE MODEL IN EFFORD			
SERVICE TYPE	STRONG POTENTIAL	SOME POTENTIAL	NO POTENTIAL
Health & Social Care	62%	38%	0%
Cafes	89%	11%	0%
Shops	56%	44%	0%
Childcare	100%	0%	0%
Recycling	64%	36%	0%
Transport	47%	53%	0%
Leisure/sports	42%	58%	0%
Youth clubs/activities	40%	60%	0%

Note: results are shown as a percentage of total responses for each service type.

SERVICES WHICH COULD BE DELIVERED THROUGH A SOCIAL ENTERPRISE MODEL (% respondents selecting each service)



The results from this Bulls-Eye board can be linked to that service description outlined in section 4.1.2 where results from the questionnaire survey of key players identified the top additional services that Efford could benefit from as Education based, Youth clubs/activities and a range of named services including recycling collection. A recycling service was equally thought of as a strong potential social enterprise by 64% of delegates at the seminar, with a significant number also indicating they believed there to be strong potential or some potential in youth clubs/activities as social enterprises.

4.2 BARRIERS

This section considers the perceived barriers to establishing successful social enterprises locally in Efford.

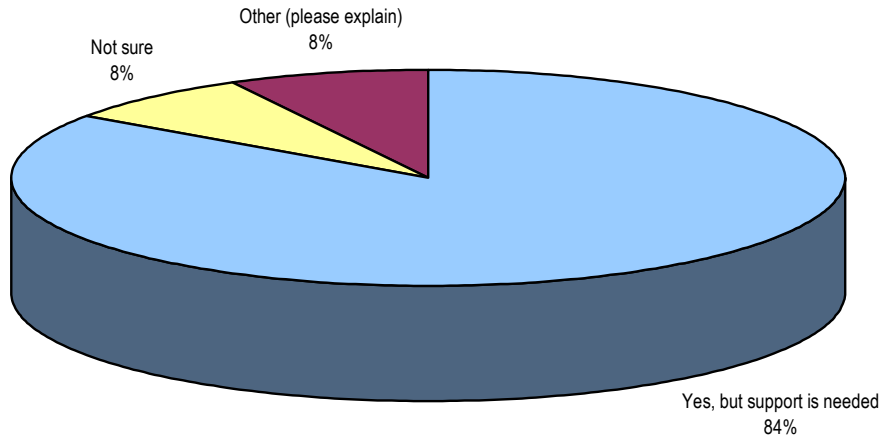
4.2.1 CONSTRAINTS ON CAPACITY OF LOCAL PEOPLE TO DEVELOP SOCIAL ENTERPRISE

Survey respondents were asked to indicate whether they thought local people have the capacity to develop social enterprises at present. The large majority (84.6%) thought that they did, although support is needed to assist them. Encouragingly, no respondents felt that there was an absence of capacity amongst local people, however, it is equally true that respondents believed local people cannot develop a social enterprise without support.

DO YOU THINK THAT LOCAL PEOPLE CURRENTLY HAVE THE CAPACITY TO DEVELOP SOCIAL ENTERPRISES?	%
Yes	0.0%
Yes, but support is needed	84.6%
No	0.0%
Not sure	7.7%
Other (please explain)	7.7%



CAPACITY OF LOCAL PEOPLE TO DEVELOP SOCIAL ENTERPRISES
(% of total respondents)



Further to these results, additional considerations recorded against the 'other' category were as follows:

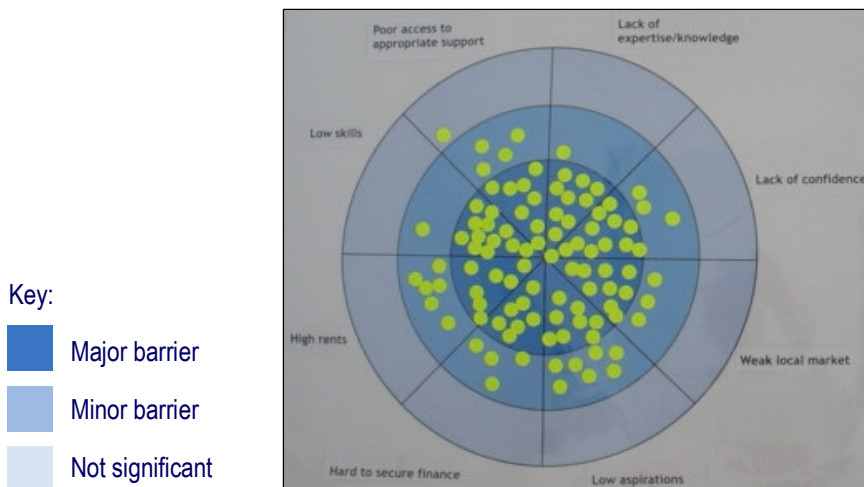
CAPACITY OF LOCAL PEOPLE TO DEVELOP SOCIAL ENTERPRISES

- *Need to give input on what it means for young people*
- *Local people need ideas and support*
- *Need a development worker*

The key players interviewed also signalled as a potential barrier the apparent lack of volunteers and business champions with specific sector experience who can drive the development process forward.

4.2.2 BARRIERS THAT MAY PREVENT PEOPLE FROM ESTABLISHING SUCCESSFUL SOCIAL ENTERPRISES

The delegates at the Enterprise and Entrepreneurship seminar were asked to consider the barriers which may prevent local people from establishing successful social enterprises in Efford. The results recorded on the board are shown below.

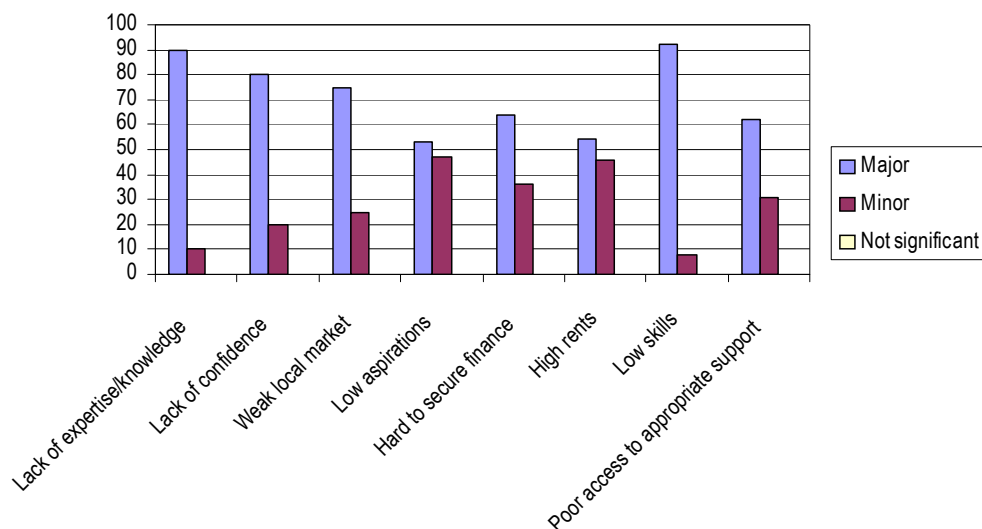


The Bulls-Eye board revealed that 'low skills' and 'lack of expertise/knowledge' are perceived to be the most major barriers affecting local people who want to establish successful social enterprises locally. These results have been mapped onto a matrix and plotted onto a matrix as shown below.

BARRIERS TO ESTABLISHING A SOCIAL ENTERPRISE IN EFFORD			
PERCEIVED BARRIERS	MAJOR	MINOR	NOT SIGNIFICANT
Lack of expertise/knowledge	90%	10%	0%
Lack of confidence	80%	20%	0%
Weak local market	75%	25%	0%
Low aspirations	53%	47%	0%
Hard to secure finance	64%	36%	0%
High rents	54%	46%	0%
Low skills	92%	8%	0%
Poor access to appropriate support	62%	31%	7%

Note: results are shown as a percentage of total responses for each service type.

BARRIERS TO ESTABLISHING SOCIAL ENTERPRISES
(% respondents selecting each barrier)



It is interesting to note that the largest three perceived major barriers to social enterprise development are directly attributable to deficits in the base level capability (skills, confidence and knowledge in relation to enterprise) of local people. This result can be linked to the perceptions of key players about the capacity of local people to develop a social enterprise, described in section 4.2.1. With the vast majority of respondents indicating that local people require additional support if they are to become successful social entrepreneurs, it is logical to assume that a significant element of this support should concentrate on developing the base level capability of local people, and that an absence of such support would itself form a significant barrier to progressing a social enterprise in Efford.

The results also show that other significant barriers to establishing a social enterprise included: weak local market; high rents; hard to secure finance; and poor access to appropriate support. Delegates' perceptions about these barriers were that such restrictions, either financial or market specific, will adversely affect enterprise development, and this would be compounded further should social entrepreneurs have poor access to appropriate support mechanisms.

Low aspirations among local people were regarded in the main as a barriers that could prove very significant in shaping and driving forward a new enterprise. However many delegates expressed that the aspirations of local people in Efford are initially high – they are committed in the main to positively changing their environment – however, there is a need to support local people to strive to achieve a credible and sustainable social enterprise that seeks to achieve the same ethical goals as a similar scaled-down club or micro-service, of which Efford has several recent examples where local people are comfortably running these services already.

4.3 SUPPORT

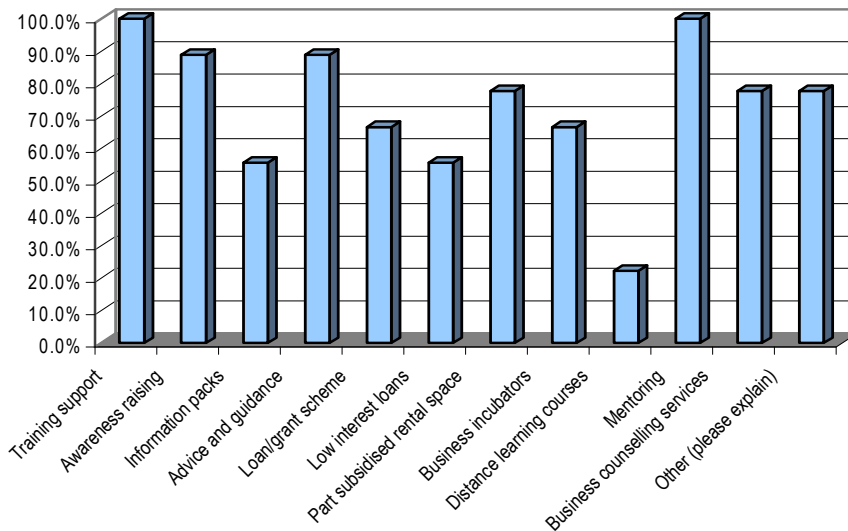
This section deals with the possible support mechanisms required to assist the development of social enterprise.

4.3.1 TYPES OF SUPPORT TO ASSIST SOCIAL ENTERPRISE DEVELOPMENT – INTERVIEW RESULTS

As part of the key player interviews respondents were asked to indicate which types of additional support needed to help local people build social enterprises. All respondents selected ‘training support’ and ‘mentoring’ as the services that would have the greatest impact on assisting local people develop a social enterprise. Other types of support including ‘awareness raising’ and ‘advice and guidance’ also received a high response, each selected by 88.9% of respondents. The full results are shown in the matrix below:

WHAT TYPE OF ADDITIONAL SUPPORT IS NEEDED TO HELP LOCAL PEOPLE BUILD SOCIAL ENTERPRISE?	%
Training support	100.0%
Awareness raising	88.9%
Information packs	55.6%
Advice and guidance	88.9%
Loan/grant scheme	66.7%
Low interest loans	55.6%
Part subsidised rental space	77.8%
Business incubators	66.7%
Distance learning courses	22.2%
Mentoring	100.0%
Business counselling services	77.8%
Other (please explain)	77.8%

ADDITIONAL SUPPORT NEEDED TO HELP LOCAL PEOPLE BUILD SOCIAL ENTERPRISE
 (% respondents selecting each type of support)



Whilst the most popular types of support indicated by respondents focussed on developing the capacity of local people through training, advice and mentoring, other more prescriptive approaches to support highlighted by respondents included grant schemes, low interest loans and supported work space.

Further to these results, additional types of support recorded in the 'other' category are detailed in the box below.

TYPES OF SUPPORT NEEDED TO HELP LOCAL PEOPLE BUILD SOCIAL ENTERPRISE

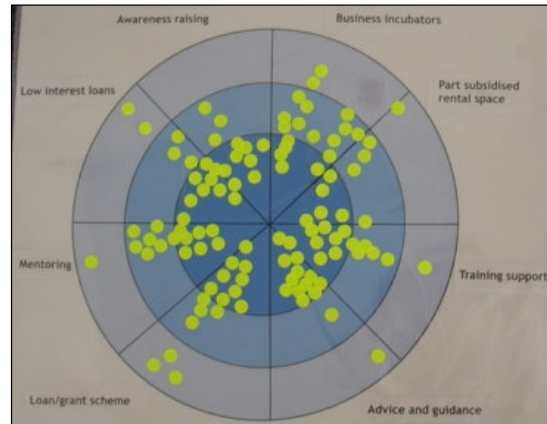
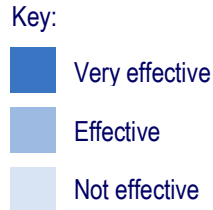
- *Key needs for young people is a 'mindset change to turn around negativity' and a need to access impartial information, advice and guidance on all issues.*
- *Part subsidised rental space is more important for social enterprises than commercial*
- *Should bid for grants for young people.*
- *Mentoring through Co-active.*
- *Awareness of grants/loans and input for SE once up and running i.e. after 1st year particularly on funding options for growth.*
- *Advice and guidance and low rents.*
- *Funding for existing support agencies like Co-active, to enable them to offer tailored provision to local people.*
- *Key ones are quality of building and subsidised rental and mentoring.*

Some of the key stakeholders interviewed felt that local people need ideas and an effective way of raising awareness and overcoming people's reservations about social enterprise start-ups is by visiting examples of successful social enterprises. Some respondents suggested that a development worker

with experience of social enterprise, and business with primarily social objectives would be a good starting point in the area.

4.3.2 TYPES OF SUPPORT TO ASSIST SOCIAL ENTERPRISE DEVELOPMENT – SEMINAR RESULTS

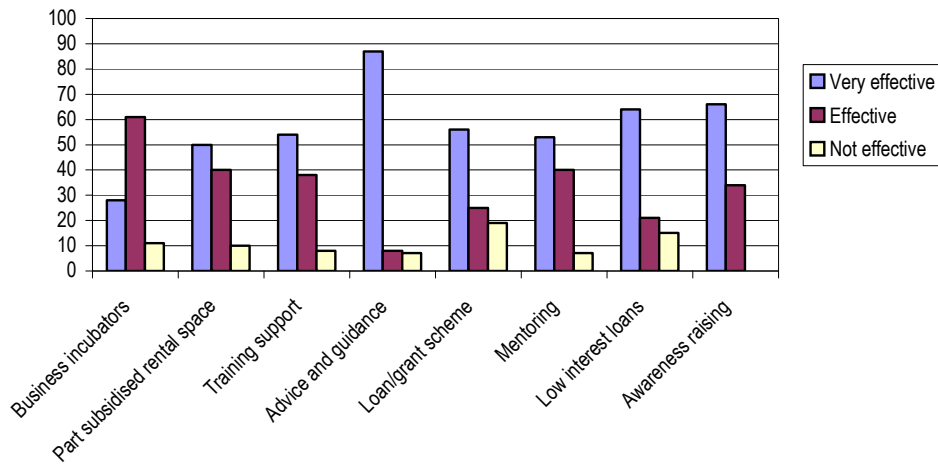
The consultation event considered a selection of support types, and asked participants to rate the effectiveness of each.



The image of the Bulls-Eye board shows an interesting spread of results from delegates, with all options for support attracting responses across three tier ratings of effectiveness, with the exception of 'awareness raising'. The results from the Bulls-Eye board have been translated into the matrix and graph below.

ASSISTING AND SUPPORTING SOCIAL ENTERPRISE DEVELOPMENT			
SUPPORT OFFER	VERY EFFECTIVE	EFFECTIVE	NOT EFFECTIVE
Business incubators	28%	61%	11%
Part subsidised rental space	50%	40%	10%
Training support	54%	38%	8%
Advice and guidance	87%	8%	7%
Loan/grant scheme	56%	25%	19%
Mentoring	53%	40%	7%
Low interest loans	64%	21%	15%
Awareness raising	66%	34%	0%

MEANS OF ASSISTING AND SUPPORTING SOCIAL ENTERPRISE DEVELOPMENT (% respondents selecting each support method)



The results show that 'Advice and guidance' was thought to be the most effective form of support for local people starting a social enterprise in Efford, selected by 87% of participants. As with the results returned from interviews with key players, the most popular support types indicated by delegates at the seminar focussed on building the capacity and supporting local people through awareness raising and mentoring schemes. There was also a significant interest from delegates in prescriptive support measures including grant schemes, low interest loans and subsidised rental space. Interestingly the availability of business incubator space was not seen as a particularly effective support mechanism, with a number of delegates highlighting the importance of support to meet the needs of both local people and the area of Efford.

5. KEY MESSAGES

As a central ward within Plymouth, Efford shares a number of socio-economic characteristics that are can be found across the city, most notably the relatively low levels of entrepreneurship measured through self employment activity. Low levels of self-employment in the Efford area indicate that there could be the potential need from local people to be supported in understanding and exploring the basic principles of a social enterprise as a trading body, which ultimately aims to become self sustaining.

Efford also has a number of particular characteristics which help to shape the environment of this area including significant deprivation in key indicator areas including education, housing, health and child poverty based on comparison at a city-wide and national level. Many of the indicators used in the index of multiple deprivation measurements overlap with the scope of social enterprises and this can be used as an initial base to begin to shape the approach of social enterprise led services in Efford.

Social enterprises can be extremely effective vehicles at both engaging and supporting local people across key service areas including employment and training support, health services, housing programmes, children's education and care. The development of a final social enterprise offer for Efford should be informed by the background of the neighbourhood with its relatively poor socio-economic indicator rankings, as well as the main preferences of local people and suggestions of relevant practitioners. Evaluating the Efford profile and feedback from the consultation identifies the main types of service that would meet specific needs in Efford include education and training, youth activities, childcare and health care services.

Results from the consultation also show that there is a clear belief among practitioners and local people, that residents in Efford have the capacity to develop a social enterprise, but there is a definite need for structured training support to address key gaps such as a lack of experience and knowledge of enterprise generally which affect local people.

There exist a range of training networks that are available to interested social entrepreneurs within Efford. To maximise the impact of the training support that is accessed, tailored provision should be focussed on addressing the key barriers that affect local people including low enterprise skills and a lack of awareness of the overarching aims of using social enterprise to improve and promote quality services in the local area.

5.1 A WAY FORWARD

Below is detailed a suggested approach to develop and support a new social enterprise in the Efford area. Each identified stage has clear and definable outcomes which can be used to inform the development of an action plan direct project partners to build a successful social enterprise in Efford.

The key stages in this suggested approach are as follows:

SUGGESTED STAGED DEVELOPMENT AND SUPPORT OF EFFORD SOCIAL ENTERPRISE

- Stage 1 Developing a clear vision
- Stage 2 Gaining local commitment
- Stage 3 Acknowledging barriers
- Stage 4 Tailoring the support offer
- Stage 5 Engaging key partners
- Stage 6 Business planning

Each stage is described in more detail below.

5.1.1 DEVELOPING A CLEAR VISION

The first step in creating any new enterprise is to develop a clear vision which states concisely the overarching purpose of the enterprise and its objectives and aims. The vision statement can form the basis of an “elevator pitch”¹ which can be used by social entrepreneurs and other project champions to secure further support for their initiative. An effective elevator pitch will:

- State the type of service offered and method of delivery
- Describe the identified local need and how the proposed service meets this
- Draw on the key advantages and unique selling points of the service

The elevator pitch can be incorporated into wider marketing strategies, to raise awareness about the purpose and aims of the social enterprise among local residents, business support organisations and other key stakeholders. The results from both the key player interviews and Enterprise and Entrepreneurship seminar showed that raising awareness about social enterprise, primarily among local residents, was considered as an important form of support.

5.1.1.1 Awareness and Promotion

To promote the benefits of a social enterprise effectively to local people, serious consideration should be given to clearly defining the role of the Heart of Efford Community Partnership (HECP) at the earliest stage of social enterprise development. The HECP could be utilised as a vehicle to encourage residents to consider the possibility of a social enterprise in their neighbourhood and ensure that the wider development of a social enterprise is a fully inclusive process.

5.1.1.2 Choosing Service Delivery

The results of the consultation indicate that the preferred type of social enterprise to be established in Efford, would be a service delivery organisation of sorts. Representatives from different support and business development organisations, and other key players involved in the consultation, were asked to indicate if there were any other types of social enterprise that could be hosted within the Efford area that could not be described as a service. All feedback from those consulted adhered to a social enterprise model developed to deliver specific services prescribed against a clearly identified need within the community.

Social enterprises can also be used to facilitate wider service delivery to the community as part of their defined social objectives. Any new enterprise in Efford may look to consider addressing some of the low scoring floor targets identified in the neighbourhood indices of deprivation, such as employment support and training for local people.

As the consultation has identified that there is a discernable lack of active social enterprise activity in Efford, consideration could be given to developing a single enterprise hosted in a visible and accessible unit in a central location. A current absence of any substantial track record in social enterprise development in the area should be acknowledged as a main consideration when deciding the scale and type of social enterprise to be created.

5.1.2 GAINING LOCAL COMMITMENT

Securing the commitment of local people is essential in determining the early success of any proposal to develop a social enterprise in Efford. To generate positive ethical returns for the community, the

¹ The elevator pitch is often described as the style of pitch an entrepreneur needs to make to a would-be project partner to secure their backing in as short a time as possible.

social enterprise needs to be endorsed and supported by the vast majority of local people, who will invariably be the primary service users.

As described in section 5.1 to facilitate effective community engagement, there should be a definitive role for the HECF to coordinate a joined-up approach to liaise with the community as well as ensuring that the needs of the community are prioritised to allow a social enterprise service to be targeted and focussed.

5.1.3 ACKNOWLEDGING BARRIERS

The consultation has identified that there are clear barriers which will affect the development and running of a social enterprise in Efford, particularly barriers describing specific deficits in base level capability of local people (skills, expertise and knowledge of operating a business) and barriers related to certain market and financial restrictions imposed on social entrepreneurs.

It is important that these barriers and the associated causes are acknowledged and understood and used to inform the development of tailored support solutions. A key theme drawn from the results of the consultation is that many practitioners believe that local people possess the capacity to develop and run a social enterprise but there is also a definite need for effective support to address specific gaps in experience and knowledge of local residents who wish to be involved in the social enterprise initiative.

5.1.4 TAILORING THE SUPPORT OFFER

Support is only effective when it is focussed to address an identified need. A new social enterprise will require support at each given stage of its development, from the initial conception through to a sustainable trading entity.

5.1.4.1 Utilising Existing Support Structures

Section 3.4 details some of the main support organisations for social enterprises in Plymouth and the South West region. Any new social enterprise to be developed in Efford should engage with some or all of these organisations to facilitate the development and future support of the initiative as it progresses. There are key advantages to brokering an early relationship with an established support agency including:

- Access to sector expertise and experience of new social enterprise start-ups
- Connections to successful social enterprises
- Assistance with brokering local business support e.g. favourable rates from suppliers
- Build credibility of the enterprise through membership of recognised networks
- Attend workshops and ongoing training programmes for enterprise staff
- Access to wider support network and similar social enterprises

Making reference to examples of best practice in social enterprise development is an invaluable way to learn from approaches of other entrepreneurs and listen to their recommendations in addressing particular issues and problems. There is considerable local expertise connected with a number of initiatives which deliver or support socially conscious business services and social entrepreneurs from Efford may wish to access, including:

- HOPE Credit Union
- OASIS Café, Stonehouse
- Tamar View Community Centre
- Wolseley Trust Business Park

Co-active, one of the most experienced social enterprise development agencies within the UK, run a number of workshops and one-to-one surgeries for social entrepreneurs who have various levels of experience of running social enterprises. Further information can be accessed through the Co-active website www.co-active.org.uk

Some of the major areas of support identified through the consultation include training and advice and guidance for local people interested in starting and running a social enterprise. Utilising existing support networks, such as the training programmes run by Co-active, is an effective way of addressing some of the perceived barriers to progress resulting from gaps in residents' experience and knowledge. However, it is important that such support can be accessed by local people, or even tailored to their specific needs, which requires the backing of significant project partners that can help resource such provision.

5.1.4.2 Bespoke Social Enterprise Support

There are a number of bespoke toolkits that have been developed to support social enterprises in specific areas. A very example of such a toolkit is available at http://www.wrexham.gov.uk/english/business/social_economy/se_toolkit.htm An online resource such as this enables local people, not just within the Efford area, to learn more about the ethos or social enterprises generally as well as the technical considerations of creating a new enterprise.

A comprehensive online resource, targeted at local social entrepreneurs, provides a valuable method for major project partners to demonstrate their wider commitment to social enterprise development within Plymouth. This is considered further in the proceeding section.

5.1.5 ENGAGING KEY PARTNERS

Once there is a clear commitment from local people to a defined social enterprise model, key project partners will be needed to add expertise, influence, support and resources to help develop the idea into a credible enterprise.

5.1.5.1 Identifying Project Partners

A new social enterprise in Efford will require the backing and assistance of key organisations to ensure successful and sustainable delivery into the future. It is important to recognise the context set by the Building Communities Initiative, and the prominent role of both PCC and SWeRDA in this work. The framework for action discusses the possible use of empty retail space along Torridge Way for hosting a new social enterprise that serves residents in the area.

The support of major partners can provide significant benefits to a new social enterprise including:

- Assistance in securing premises perhaps with negotiable business rates to reflect the social aims of enterprise
- Bolstering the credibility of the enterprise as a service deliverer of recognised quality
- Levering funding either directly from partners or from external organisations

Establishing a successful relationship with PCC would enable social entrepreneurs to explore a range of further options to develop their enterprise. For example the procuring the delivery of local public services, which adheres to much of central Government policy intended to increase the number of social enterprise involved in public service procurement. Further information is available from the Department of Trade and Industry and an informative toolkit is available at www.sbs.gov.uk/SBS_Gov_files/socialenterprise/procure_text.pdf

5.1.6 BUSINESS PLANNING

A quality business plan will be essential in determining the success of developing the initial concept of a social enterprise into a established successful trading entity. The business plan will shape the development and management of the social enterprise and provide a platform for coordinated partnership delivery to meet the defined social objectives. Areas the business plan may cover include:

- Definition of purpose and vision of the social enterprise
- Comprehensive demand assessment and need analysis
- Quality management structures
- Partnership working and commitment of key stakeholders
- Five year financial plans and funding projections

Additional work could also include the development of tailored funding toolkits to which locate available funding sources and bespoke training to plan the longer term financial sustainability of the enterprise and move way from grant dependence.

Appendices



6.1 APPENDIX 1 METHODOLOGY

CSC undertook a comprehensive methodology of seven inter-linked stages including:

- i. Background research
- ii. Key player interviews and questionnaire surveys
- iii. Establishing the consultation themes
- iv. Development of consultation toolkit
- v. Enterprise and entrepreneurship seminar
- vi. Data analysis
- vii. Reporting

Each stage is explored in more detail below.

6.1.1 BACKGROUND RESEARCH

Using a range of existing data sources, base level audits and area reports, a detailed picture of the local area was created. Data sources referenced included:

- Office for National Statistics datasets
- Neighbourhood Renewal statistics
- Census 2001 data
- Household survey data
- Local Strategic Partnership data (Plymouth 2020)
- Plymouth Economic Vision and Strategy (Thinkpiece)

6.1.2 KEY PLAYER INTERVIEWS

CSC held a series of in-depth discussions with key players with a regional and/or local focus. This included representatives from the following categories:

- Business Support agencies
- Local social entrepreneurs
- Statutory agencies
- Other interested and stake-holding parties

As part of the key player interviews CSC developed and implemented a questionnaire survey to collect quantitative data from a range of key individuals and organisations which included representatives from the following:

- Business Support agencies
- Social Entrepreneurs
- Statutory agencies
- Other relevant stake-holding parties

6.1.3 ESTABLISHING THE CONSULTATION THEME AREAS

To ensure the collection of appropriate data, the consultation process was shaped around three overarching theme areas. These included:

THEME AREAS FOR DEVELOPING AND SUPPORTING SOCIAL ENTERPRISE CONSULTATION

Theme 1.	Opportunities to deliver services through a social enterprise
Theme 2.	Barriers to developing and running a social enterprise
Theme 3.	Support to assist social enterprise development

6.1.4 ENTERPRISE AND ENTREPRENEURSHIP SEMINAR

CSC hosted a seminar event held at Plym View School in Efford on the 4th July 2006. The event was attended by practitioners of business support provision for both private and social enterprises and other relevant service providers, together with a number of interested local residents. Key note speakers included Peter Flukes (Chief Executive, Wolseley Economic Development Trust) and Rob Gittins (Co-active Ltd). Between presentations, delegates were encouraged to use a variety of consultation tools to feedback their thoughts and perceptions about a range of issues relating to business support services and the development of social enterprise within Efford.

6.1.5 CONSULTATION TOOLKIT

To encourage in-depth feedback from all participants at the Enterprise and Entrepreneurship seminar event, CSC developed a comprehensive suite of tools that formed the basis of the interactive consultation. The tools were specifically designed to be easy to use, and provide both a visual representation of people's views as well as capturing detailed comments and opinions. The main tools employed in the consultation event were:

Bulls Eye Comments Boards capture participants' opinions and perceptions relating to specific enterprise solutions. The Bulls Eye Board is segmented with a range of options and participants are invited to record their perceptions about each by affixing a single dot in the area of the board that best describes their view. The boards have the added benefit of allowing for instant visual feedback during the consultation activity itself so participants are able to view and discuss early trends recorded by fellow delegates.



Bulls-Eye Boards facilitate an immediate visual assessment of delegates' feedback.



Comments Boards encourage feedback against particular consultancy themes.

Comments Boards record participants' comments and suggestions and feedback on issues relating to each of the theme areas and also allow the working groups to record their main discussion threads.

6.1.6 ANALYSIS

To analyse the data collected from the research and consultation activities and present the results in a meaningful and easy to understand way, we utilised a number of effective tools as appropriate, including:

- SNAP market research software (survey design, data collection, statistical manipulation and analysis)
- Excel (matrix and graphical representation)
- Top-level tables (for comparison of qualitative data and interview transcripts)

6.1.7 REPORTING

Comprehensive analysis of the results obtained from the research and consultation activity are drawn together into a report, which will be incorporated into the final master plan proposal.

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