Brotherhood
of St Laurence
Working for an Australia free of poverty

Growing community enterprise

An evaluation of the Community Enterprise Development Initiative

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Victoria
The Place To Be

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and Community Development

Contents

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Thank you to all who contributed their thoughts and reflections in this evaluation of the CEDI project.

Abbreviations

BSL	Brotherhood of St Laurence
CE	community enterprise
CEDI	Community Enterprise Development Initiative
CR	Community Renewal
CSR	Corporate Social Responsibility
DPCD	Department of Planning and Community Development, formerly known as the Department for Victorian Communities (DVC)
ELC	Employment and Learning Coordinator (position title within Neighbourhood Renewal programs)
NGO	non-government organisation
NR	Neighbourhood Renewal
PACE	Partnerships Advancing Community Engagement (Rotary project)

Summary

This is the final evaluation report for the Community Enterprise Development Initiative (CEDI). Funded by the Victorian Department of Planning and Community Development, CEDI is delivered by the Brotherhood of St Laurence as part of the Victorian Government's larger Community Enterprise Development Program (CEDP).

The Brotherhood of St Laurence defines community enterprises as businesses that are developed to meet specific community needs and which deliver social outcomes in a way that is financially sustainable. The objectives of community enterprise range from increasing community participation and engagement to creating training and employment pathways for people in disadvantaged communities.

The origins of community enterprise lie in the cooperative movement which has a long history in Australia. Contemporary models of community enterprise emerged in the early 1990s when community sector organisations began to explore its potential. However, compared with the international scene and particularly the UK where attention by the Blair government has resulted in a more robust sector, the Australian scene is in the early stages of development. In Victoria, major investment by the state government during the last several years has given community enterprise a considerable boost, to the extent that it is now accurate to speak of an emerging community enterprise sector.

CEDI was piloted in 2005, with the main program operating during 2006–07. Beyond the launch and development of numerous enterprises, this program has resulted in a knowledge base about the different models of enterprise, critical success factors and best practice, the types of environments and conditions within which they thrive. More broadly, it has increased understanding by the government and community sectors of how community enterprise can contribute to economic and social policy.

A key objective of CEDI was to inform broad stakeholder groups while building their capacity for engagement in community enterprise. At a macro level, this has been about raising the profile of community enterprise within local and federal government, business and community sectors, as well as establishing collaborative partnerships and networking opportunities. At the local level, building capacity has entailed bringing together community organisations in new, mutually beneficial partnerships and providing practical support for the development of enterprises. This enables a more strategic, joined-up approach in addressing critical community issues.

The evaluation reports findings and lessons gathered from:
- 2005 and 2006–07 enterprise sites based on surveys and interviews
- the management review based on interviews with Brotherhood of St Laurence CEDI staff
- community enterprise networking initiatives based on a survey of 2007 Community Enterprise Conference attendees.

It concludes with recommendations to inform future community enterprise development programs and the development of a community enterprise sector.

The CEDI program

The aims of the CEDI program were to:
- provide continuing support to 12 enterprise initiatives developed in the 2005 pilot project in Neighbourhood Renewal areas
- support the development of 15 new sites identified by the Department of Planning and Community Development, with input from the BSL, during 2006 and 2007

- develop a network for place-based community enterprise in disadvantaged communities in order to foster community capacity building; develop and refine tools and information; facilitate stakeholder communication; and conduct advocacy work and research to inform policy development.

The CEDI program takes a 'place-based' approach to community enterprise. It targets a geographic location identified as disadvantaged and seeks to engage: 1) local people in finding solutions to identified issues; and 2) local community, government and business organisations, in collaborative ventures.

The 2005 pilot and 2006–07 program locations differed. The former were selected as established Neighbourhood Renewal areas, these grounded in a place-based approach. They had already engaged community members and were familiar with the community enterprise concept. The pilot program's use of established Neighbourhood Renewal programs provided fertile ground for enterprise development.

By contrast, the 2006–07 program selected more diverse locations: newly established Neighbourhood Renewal sites, Community Renewal (see Appendix C) sites, and locations that had little existing community development infrastructure and lower levels of community engagement. This stage entailed considerable emphasis on ground-up capacity building which encouraged the exploration and start of enterprises in new territory. Given the groundwork required and their continuing development, 2006–07 enterprise site outcomes may be considered a 'work in progress'.

Implementation

The implementation of the CEDI program during the 2006–07 period occurred through extensive development work and the intensive support of local sites; knowledge and resource development; and initiatives designed to create a network for Victorians interested in community enterprise.

- **Local project development**: Once sites had been identified, project workers conducted information sessions and workshops to educate and engage the local community, locate interested stakeholder organisations and identify a primary stakeholder or lead agency. Regular sessions were held to identify local needs and opportunities and narrow these to one well-defined enterprise concept. Staff provided working groups with information, advice, referrals and other support including grant application and feasibility study preparation. This development extended into business planning, locating resources, infrastructure and equipment. At the same time, the CEDI manager provided support, as needed, to enterprise initiatives established in 2005.

- **Knowledge development**: One of the project workers developed a resource kit (containing an introduction, workbook and DVD) to serve audiences ranging from government departments to local community workers. Project workers developed targeted written resources and case studies for specific industry enterprises, for example, cafés. They also acted as an information service. A further component was the formation of an advisory committee which acted as a platform to explore pertinent issues. This committee also sparked two new major research projects, one exploring the role of local government and the other scoping the support needs of the sector.

- **Network development**: CEDI publishes a quarterly bulletin to raise the profile of community enterprise. This includes case studies, explores critical issues and provides links to resources and events. Staff have set up, and now expanded, a community enterprise website. Additionally one project worker coordinated the 2007 Community Enterprise Conference which featured prominent speakers and showcased enterprises.

The results

Facts and figures

Initiatives commenced in 2005

- Ten out of 12 were operating enterprises by November 2007, but they varied significantly in the time taken to move from planning to operation.

- While the level of initial resourcing varied, sites drew on a wide range of funding sources and several procured contracts to sustain them in the medium term.

- Forecasts for the 2007–08 financial year indicated that the median or mid-sized enterprise established in the 2005 period will:

    o employ six equivalent full time (EFT) staff *(or between 0.5 and 13 equivalent full time positions)*

    o offer four volunteer positions *(up to 20)*

    o provide training to six people *(with enterprises training 0 to 20 people)*

    o receive an income of around $255,000 *(ranging from $2,500 to $1 million)*

    o work on a profit margin of 5% *(ranging from 0 to 30%).*

    Note: These figures should be treated with caution because they are based on the eight to nine sites that responded to these survey items and there seemed to be considerable variation in the method of assigning value to both resources and expenditure, which may affect financial outcomes.

Initiatives commenced in 2006–07

Initiatives commenced in the last two years varied considerably in the time required to move from planning into enterprise operation. A key factor was the need first to build the foundations for community enterprise via enhancing community awareness, engagement and skill levels. Given many sites had not yet opened for business, only a small amount of data was available. At the time of the October 2007 survey:

- 15 of the 17 new enterprise development sites had identified enterprise concepts with many in the business planning and pre-start-up stages, but only three had commenced operations.

- The median site resourcing (including financial and 'in-kind' contributions) was around $40,000, but sites varied considerably, from $16,000 to $85,000.

- Forecast figures for the 2007–08 financial year indicated that the median or mid-sized enterprise that commenced in the 2006–07 program will:

    o have 1 EFT staff member *(ranging from 0.5 to 15 full time positions)*

    o offer 15 volunteer positions *(varying from 1 to 20)*

    o offer training to 15 people *(ranging from 0 to 80)*

    o draw an income of $50,000 *(ranging between $20,000 and $250,000)*

    o aim to 'break even' *(projected profit margins varying from 0 to 5%)*

    Note: These figures should be treated with caution because they are based on the 13 to 15 sites that responded to these survey items and there seemed to be considerable variation in the method of assigning value to both resources and expenditure, which may affect financial outcomes.

- Forecast figures are dependent on continuing support of enterprises by CEDI workers or their equivalent. This kind of ongoing assistance is still being negotiated with government and other partners.

Key findings

Interviews with enterprise stakeholders and BSL CEDI staff and the network survey highlighted the following findings:

1. The critical but time-consuming nature of community consultation and engagement

Enterprise stakeholders emphasised the importance of consultation, local knowledge, understanding and responding to a perceived community need. However, while the rewards were evident, both they and CEDI staff emphasised that attaining high levels of community participation and ownership was a slow and onerous process.
[see recommendation 1]

2. The need for strategies to engage the business sector

Enterprise stakeholders (particularly those from NR programs) had community engagement strategies. However, strategies for engaging and establishing collaborative links with the business sector were less evident. The engagement of this sector, given its potential to contribute business expertise, is critical.
[see recommendations 5, 6, 12]

3. The importance of synergy and role clarity in stakeholder recruitment:

A key factor in enterprise development was 'getting the right people around the table'. A good fit, or synergy, between the mission and programs of stakeholder organisations and enterprise emerged as an important criterion for involvement. At a pragmatic level, synergy meant that stakeholders brought key assets (programs, infrastructure and staff expertise) to the enterprise which, in turn, served the needs of their clients. However, challenges included negotiating the different agendas, assigning and documenting tasks and responsibilities. Also highlighted was the importance of identifying a lead agency or developing a contingency strategy when this was lacking.
[see recommendations 7, 8]

4. Limited allocated staff time and skill shortage areas

Human resources were an issue, with lead agency staff and working group members struggling to develop enterprises on top of heavy workloads in their own organisations. Skill gaps were also a problem, with stakeholders possessing high levels of community and education expertise but low levels of business and industry specific expertise. Enterprises need to be able to draw on a range of people with diverse skill sets.
[see recommendations 3, 4 and 6]

5. Financial resources: need for clear funding pathways in addition to strategies for achieving business sustainability

Financial resource issues included:

- the need for clearer guidelines in grant documentation and an application process, with communicated timeframes for submissions and outcomes. This was related to the administrative, budget and planning requirements of stakeholders and development workers.

- the need for access to start-up capital as well as funding for infrastructure and equipment

- identifying economically sustainable business models and ability to negotiate the associated challenges—for example, within a social procurement model, sourcing and retaining contracts. For enterprises that were not driven by contract work, the issue was finding sustainable alternatives. Survey data showing considerable variation across enterprise annual income for 2006–07 and forecast income for 2007–08 is directly related to these issues.

[see recommendations 2, 9–12]

6. Program issues of clarifying eligibility criteria, structure and timeframes

The findings indicated a need for clearer, more structured documentation concerning the implementation of community enterprise development programs. Program guidelines need to include eligibility criteria that take into account community and key stakeholder organisations' readiness for enterprise. This is important given the impact that local capacity and preparedness has on the type of program required. CEDI staff indicated the need to develop a schedule for each program stage, as well as a timeframe and process that allows development workers to 'step back'. [see recommendation 1]

7. Ongoing sector needs for knowledge building, networking and development support

The evaluation demonstrated the demand for ongoing support for enterprise development in Victoria. The following aspects of sector development were critical:

- Knowledge

  Stakeholder comments indicated that developing a community enterprise was a complex process. While the community enterprise resource kit met a demand for materials and was rated highly by survey respondents, the evaluation highlighted an ongoing need for knowledge and information. Similarly, while 'knowledge' capital has been built through CEDI worker expertise and advisory committee research projects, this knowledge base needs to be continually expanded.

- Opportunities for networking and information sharing

  Good attendance at the 2007 Community Enterprise Conference, high attendee satisfaction and the desire to attend another conference indicate a demand for networking and information opportunities. CEDI workers attribute conference success to high-profile speakers, case studies and interaction with other development workers which raised the profile of community enterprise and offered attendees the promise of forming new contacts and collaborative links. While the survey indicated that the two-day event generated considerable activity in the following period, in order to maintain this momentum, there needs to be an investment in future events.

- Enterprise development support

  Feedback about the role of CEDI workers was positive and accompanied by calls for this facilitation and intensive support to continue. There was also a demand for expanded community enterprise services such as mentoring, communication tools, educative workshops and networking opportunities. This feedback supports the need for the establishment of an independent body to support the sector.

[see recommendation 9]

Continuing progress

This evaluation represents a snapshot of the CEDI program and associated enterprise initiatives during September to November 2007. However, the last few months have been a period of rapid development, particularly for initiatives commenced in the 2006–07 program. Enterprise teams have honed their business concepts, coordinated feasibility studies and business plans. With the receipt of grant and other funding, many have moved closer to the start of operations. These additional developments would provide a longer term perspective on the outcomes of CEDI and would be well worth reporting in the future.

Recommendations

The key recommendations emerging from this evaluation are grounded primarily in the CEDI program experience at its current stage of development. To ensure that the momentum and growth in the community enterprise sector continue, a number of areas need to be addressed.

Program development

It is recommended that government departments and community organisations involved in the delivery of community enterprise development programs:

1. Establish clear program objectives and make the distinction between
   a) *education and capacity building programs* designed to educate people about, and build the capacity for, community enterprise
   b) *intensive development programs* that aim to assist self-identifying, well-informed and prepared communities to develop community enterprise.
2. Create and clearly document a two-stage process for community enterprise funding, in which enterprises apply first for a 'planning grant' of a fixed amount and then for a 'start-up grant'. Documentation should also outline a range of funding sources for these two stages, for example, government, philanthropic and corporate.
3. Permit enterprises to use their planning grant to employ a part-time project manager to conduct planning activities, in order to remove some of the burden from the already busy stakeholder organisations. Individuals appointed from the community sector should have some business expertise, and or be provided with a business mentor.
4. Offer grant funding specifically for the employment of local community enterprise development workers.
5. Establish stronger links between community sector stakeholders and the business sector, for example via chambers of commerce, Rotary clubs and large corporations with strong corporate social responsibility agendas. One method would be to establish a business advisory committee or group, to act as a think tank identifying untapped markets and sustainable enterprise concepts, as well as work with government to identify and procure contracts.
6. Develop a mentoring program for enterprise staff and key stakeholders. Ideally each enterprise should have mentors from its own industry (for example, hospitality), and from the business sector generally.
7. Create a Memorandum of Understanding for key stakeholders and document their agreed level of commitment and contribution for a set period, for example an organisation's budget cycle. This should occur during the first few months of enterprise development. The document's purpose is communication and information between the enterprise stakeholders. It will ensure clear lines of responsibility, help to identify missing resources and increase stakeholder confidence.
8. Establish and document a process for identifying a lead agency, with a contingency plan outlining different models where a lead is not available, for example, sharing roles and responsibilities between stakeholder organisations or establishing an independent entity.

Sector development

It is recommended that government in collaboration with other key organisational stakeholders, such as large community sector organisations and tertiary education institutions:

9. Establish an independent body for the future development of the community enterprise sector. The organisational model adopted should allow for expansion from a state body into one that would function well at national or international levels. The purpose of this organisation is to contribute to the strategic development of community enterprise. This may include addressing some of the recommendations under program development and will:
   o advocate and raise the profile of community enterprise
   o communicate resources and information about sustainable models and best practice
   o provide networking opportunities and a support service for developing enterprise initiatives.

10. Advocate greater Australian Government attention to, and investment in, community enterprise. While an interdepartmental approach is required involving social services and business departments, it is recommended that a Commonwealth department house a Community Enterprise Unit to ensure a coordinated effort.
11. Advocate at local, state and federal government levels a social procurement policy by which a percentage of contracts are dedicated to community and social enterprise.
12. Advocate to business associations involvement in community enterprise under a corporate social responsibility framework. A range of options should be presented—for example, cash investment, social procurement, provision of support/mentoring, help in developing internal policy to employ disadvantaged groups, and help in converting businesses into community enterprises.

1 Introduction

This is the final evaluation report for the Community Enterprise Development Initiative (CEDI) which the Brotherhood of St Laurence (BSL) has delivered. CEDI represents one component of the larger Community Enterprise Development Program (CEDP) of the Victorian Department of Planning and Community Development.

The program was piloted in 2005 in 12 locations, with the subsequent years involving work developing community enterprises in 17 new communities as well as other initiatives designed to raise the profile of the sector and establish a loose network of stakeholders.

This report provides an update of the development and progress of these enterprise sites. It explores some of their achievements and key success factors while noting general challenges and areas that need addressing. In addition, other program initiatives such as the development of resources and the 2007 Community Enterprise Conference are reviewed. As community enterprise is an emerging field in Australia, the report provides some context for the CEDI model, outlines the role of CEDI in building the capacity of communities and presents some of the lessons learned.

Definitions: community enterprise and social enterprise

Definitions of *community enterprise* vary considerably. The BSL defines community enterprises as:

> … a type of business developed to meet a need in a community. While a mainstream business seeks to maximise profit for owners and shareholders, a community enterprise aims to deliver social outcomes through its activities in a way that is financially sustainable (BSL 2007, p.5).

Drawing on the work of John Pearce, community enterprises aim to:

- respond to one or more identifiable community needs
- achieve their social purpose(s) by engaging in trade
- create opportunities for the community to participate in the development, delivery and or governance of the enterprise
- seek to achieve financial sustainability
- reinvest profits in the enterprise or community (BSL 2007; Pearce 2003).

The interim evaluation of the CEDI project defined community enterprise as 'place-based businesses motivated by a social purpose and established to benefit the community'. The common characteristics of community enterprise included that they:

- are auspiced or owned by a community organisation
- fill a product or service gap in the community
- provide employment or training opportunities to residents
- encourage collaboration between the community, private and public sectors
- bring in revenue that can be reinvested in the enterprise or in other socially beneficial activities (e.g. breakfast club, community garden) (Bedson 2007, p.1).

While people-based approaches often have many similarities with place-based approaches, they are created to serve the needs of a particular group of people (see Appendix B).

Social enterprise is another popular term which shares many features with community enterprise. However community enterprise focuses specifically on using business activities to produce social outcomes for a community of people or place. As such it is accountable to both its board and its community. Social enterprise, by contrast, focuses on maximising profit for a social purpose. This

can be used to assist a particular community or a particular organisation's work on a larger social cause. As such a social enterprise may be accountable to the board of that organisation (BSL 2007).

From a training and employment perspective, community enterprise fits within the larger Intermediate Labour Market (ILM) model which aims to provide pathways into employment. A recent research paper by the BSL critiqued the Australia's vocational support system, stating that its 'work-first' strategy was not a viable strategy for people facing significant barriers to employment because greater personal support and skill acquisition were required before they could maintain a mainstream job (Mestan and Scutella 2007). It presented the Intermediate Labour Market model as an alternative which has been defined as:

> … a diverse range of local initiatives that typically provide temporary waged employment in a genuine work environment with continuous support to assist the transition to work (Finn 2003, p. v).

However, community enterprise has the potential to be much more than a source of training and employment. Training and or employment represents just one purpose for community enterprise; some enterprises may focus to a greater extent or solely on meeting a particular need for a community, enhancing belonging and participation or seeking civic engagement. In such models, employment is not necessarily an aim because the enterprise may be driven by volunteers.

Community and social enterprise in Australia

Australia has a long history of community and social enterprise via agricultural collectives, consumer cooperatives, friendly societies and credit unions (Barraket unpub.). Charities have been involved in production and retail operations to supplement their income while sheltered workshops have employed people with disabilities for 60 years (Lyons 2001).

Contemporary notions of social enterprise have only gained traction since the 1990s (Barraket unpub.; O'Neill 1998) and some examples of these are provided in Talbot (2002). However, development in Australia has been much slower than, for instance, in the UK where social and community enterprise now represent a well-established and burgeoning sector thanks to considerable investment by the Blair government (DVC 2006a). Progress in Australia, by comparison, appears to be fairly varied across the states although no national research has been conducted to map enterprise development or its impact. Likewise, there appears to be no national approach or agreed framework for community enterprise in Australia.

The recently cancelled federal Community Development Employment Projects (CDEP) program, while primarily concerned with personal support, placement and employer-funding, has produced a few community enterprises through Shared Responsibility Agreements. Examples include Eidsvold 'Opportunities for Young People' and the Manyallaluk cultural tourism enterprise (Australian Government Indigenous Portal 2007).

Mestan and Scutella (2007) note a number of Commonwealth labour market programs that contained elements of the ILM approach of which community enterprise is one component. These involved employing a tenth of all unemployed people in work with a social benefit (1970s Regional Employment Development Scheme), giving unemployed people experience in skills shortage areas (1990s Jobskills program) and work placements (current Work for the Dole program). However, these programs differed substantially from community enterprises lacking components like wages, longer work placements, substantial personal support, links into formal training and a clear pathway to mainstream employment opportunities.

More focused community enterprise programs have tended to arise out of state initiatives. The Tasmanian Department of Economic Development's 'Partnerships to Jobs' program provides start-up funding for a range of community enterprises and employment projects for the long-term unemployed. The department has also established Business Enterprise Centres under the auspices

of Skills Tasmania in order to provide business information and support. In addition, the Tasmanian Council of Social Services provides support to community organisations seeking to start community enterprise or employment projects for disadvantaged or long-term unemployed Tasmanians.

In Queensland, Rotary established Help enterprises as a community-based, not-for-profit organisation in 1968 to provide support, training and job placements for the disabled within commercially viable businesses in areas such as horticulture, engineering and packaging. Since the 1980s the town of Maleny has used its credit union based on a community cooperative model to develop a number of interlinked enterprises and to create 180 new jobs (Jordan 2001). The subsequent Maleny Enterprise Network Association now aims to assist with the development of other enterprises in the region.

More recently, the Brisbane Social Enterprise Hub was developed as a partnership between Social Ventures Australia and the Pricewaterhousecoopers Foundation which supports enterprises that provide employment to disadvantaged people. In 2006 the Hub ran a pilot project from which seven enterprises were selected to participate in its 2007 Accelerator Program. The Department of Queensland Communities is now considering enterprise models as a means of community development among Indigenous communities. In addition, Cape York Partnerships (CYP) is an association of Indigenous organisations that is pursuing entrepreneurial approaches to social needs via its Indigenous Enterprise Partnerships (IEP) organisation (Barraket unpub.).

The New South Wales Department of Community Services operates a website <www.communitybuilders.nsw.gov.au> which acts as a clearinghouse for papers and case studies on community endeavours including enterprise. In that state, the Parramatta Social Enterprise Hub launched in September 2007, is an initiative of the Parramatta City Council, Social Ventures Australia and Allco. The Hub will intensively support up to 10 social enterprises through its Accelerator Program and collectively employ 100 to 150 marginalised local people. In addition it will provide support to other enterprises in the region (Parramatta City Council 2007; Social Ventures Australia 2007).

Community enterprise in Victoria

Research sponsored by the DPCD in 2006 identified approximately 220 social enterprises located across Victoria. It found that social enterprises were experiencing 'modest success … [and] are still developing as an emergent presence in the broader not-for-profit sector' (DVC, unpub., p.2).

In Victoria, the Bendigo Bank operates a 'Community Enterprise Foundation' which funds a broad range of initiatives. Many (such as telecommunications groups reinvesting a percentage of their profits in the community) are unrelated to community enterprise as it is discussed in this report.. However, the foundation also funds community enterprise in the more traditional sense. For example, it is one of the sponsors of Lead On Australia, a community enterprise structure which aims to engage young people in business and community activities.

CEDP

The Community Enterprise Development Program (CEDP) is the largest and most developed approach to community enterprise in Victoria. CEDP is one expression of the Victorian state government's social action policy plan, 'A Fairer Victoria'. The program was initiated in 2005 with funding of $6.3 million to support the development of community and not-for-profit businesses that address local needs (DVC 2006b; Bedson 2007).

The Department of Planning and Community Development (DPCD), formerly the Department for Victorian Communities (DVC), houses the program which is in keeping with its broader community strengthening agenda and its focus on grassroots solutions to local issues. DPCD sees community enterprise as a tool for community strengthening and fostering connectedness in

disadvantaged communities. The CEDP aims to do this by developing enterprises that respond to unmet local needs while offering opportunities for training, work-based experience and paid employment. The program specifically targets groups that already face significant barriers to mainstream employment.

The CEDP operates a competitive grants scheme through which other organisations can apply for enterprise funding. It also supports three distinct community enterprise programs which are auspiced by the Adult Multicultural Education Service (AMES), Social Firms of Australia (SoFA) and the Brotherhood of St Laurence (BSL). The purpose of supporting these programs in addition to the grants scheme was to explore more sophisticated, supportive models of developing community enterprise. This diversified approach has allowed exploration of:

- people and place-based approaches
- the role of enterprises in enhancing community belonging and civic participation
- the role of enterprises as Intermediate Labour Markets (ILM)
- the scope for enterprise within a growing market for CSR
- new ways in which government can work in collaboration with service organisations, the commercial sector and with residents in disadvantaged communities.

For more information about the AMES and SoFA programs refer to Appendix B. For more information about the BSL's initiative, which is the focus of this evaluation, see chapter 2.

Case study: Plant factory, 'Cool Plants for Hot Spots', Maryborough

Figure 1.1 Plant factory coordinator

Ten years of drought have had a devastating effect on the farms and forests of the Maryborough region; and with the introduction of water restrictions, the gardens that people cherished were dying. As an observer noted: 'Depression was fairly high'. Cool Plants for Hot Spots arose from the need to raise community morale while educating people about drought-resistant plants. Additional local needs were training opportunities that would act as pathways into jobs.

The enterprise arose out of the Goldfields Employment and Learning Centre (GELC), an existing community education centre which offers a range of courses and also operates a Neighbourhood House. With GELC as the lead agency, the enterprise was able to draw on existing infrastructure— both buildings and human resources—as well as substantial local networks. CEDI's contribution to the project was through the project worker's promotion of community enterprise to local organisations including the GELC management committee. The project worker wrote the feasibility study in collaboration with the GELC manager and staff, and supported the development of a successful application to the DPCD for planning funding. She linked GELC to a broader network via the community enterprise conference. This in turn led to a decision by GELC to meet periodically with other enterprise groups in the region.

The plant factory is a multi-faceted enterprise:

- The enterprise is linked with GELC courses in horticulture and the students gain much of their practical experience in the plant factory, e.g. plant propagation, maintenance.
- Students learn marketing and retail skills by operating a stall at the Talbot Market. The stall, established in April 2007, has developed from one table to an impressive display.
- People in the Work for the Dole Program are involved in the maintenance of the plant factory.
- Community strengthening activities are run through the Neighbourhood House. These are open to residents who can learn about drought-tolerant plants or work in the vegetable patch. They are linked with the Asteria Disability Support Services program, 'Skills for Young Australians'.

- Once the plant factory's retail nursery opens to the public, both GELC students and the broader community will be able to purchase plants directly.

- The factory is already receiving and filling large orders from farmers and people who have moved to the area for a 'Tree Change'.

A major challenge to the enterprise's development was the introduction of tougher stage 4 water restrictions in November 2006 which resulted in the loss of many plants. However, the award of a Commonwealth Water Grant provided the enterprise with invaluable water tanks and recycling equipment. Both a challenge and an achievement has been the departure of some of the horticulture students because they have found jobs. Another achievement is that the market component of the enterprise is already profitable. Factors in the successes to date have been the assets of the lead agency and synergy between its community education and community strengthening aims.

Table 1.1 Facts & figures: Maryborough

Resources *(to November 2007)*	Total	
DPCD grant	$20,000	
BRI, WFD project - staff	$9,800	
Commonwealth government, community water grant	$47,000	
General public - pot seeds	In kind	
Certificate III students' time, in-kind cost	In kind	
Total *(not including all in-kind costs)*	$76,800	
Expenditure *(to November 2007)*	**Total**	
Management wages	$45,000	
Participant / client wages	$30,000	
Participant / client training - ACFE supported	$3,000	
Building costs e.g. rent - provided by GELC	In kind	
Capital works - relocate shed, carpark	$10,000	
Professional services	$3,000	
Equipment, timber & hardware, shed, tools, seeds, etc.	$15,000	
Total *(not including all in-kind costs)*	$106,000	
		Financial year
Forecasts	**2006–07**	**2007–08**
Paid employees (including trainees)	2	2
EFT positions	1.3	1.3
Volunteers	12	20
Persons that received vocational or accredited training	12	20
Income generated	$12,000	$20,000
Percentage of profit of income generated	0%	5%
Customers (annually)	200	300
Local competitors	5	4

Sources: CEDI survey of sites established in 2006-07, survey conducted September-October 2007; Consultation with CEDI site workers in November 2007.

2 The program

2005 pilot program

The Brotherhood of St Laurence's (BSL) Community Enterprise Development Initiative (CEDI) was piloted in 2005 with funding from the BSL and the Victorian Department of Planning and Community Development (DPCD) (formerly the Department for Victorian Communities (DVC)).

The CEDI project defines community enterprises as: 'place-based businesses motivated by a social purpose and established to benefit the local community'. The goals of the pilot were to support the development of community enterprises to achieve four main objectives: increased social participation via community engagement; employment creation and career pathways for participants; community support and connection; and enterprise financial sustainability.

During the pilot program, the BSL worked closely with 12 not-for-profit community agencies at Neighbourhood Renewal sites identified by the DPCD. The BSL provided enterprise training, networking opportunities, $15,000 seeding grants and individually tailored support in business planning and development.

The positive outcomes of the pilot program included:

- founding of 12 enterprises, of which 8 were operational at the time of the interim report
- volunteering, training and employment opportunities for people facing significant barriers to employment
- provision of needed products or services in areas of long-term disadvantage
- development of capacity within agencies which allowed them to advance their social mission

Critical success factors identified included:

- starting out with an existing enterprise idea
- having an identified auspice agency which was committed to running the enterprise and able to commit considerable in-kind support
- having a seeding grant and being able to disburse this in a timely manner
- the procurement of contracts to further business sustainability
- the provision of training and support by CEDI staff
- the support, resources and expertise of the DPCD and Neighbourhood Renewal staff
- access to additional DPCD Community Support and other government grants.

However, the pilot found that lack of experience meant that auspicing agencies faced many challenges in setting up a community enterprise. Additionally, agencies' lack of finances meant that securing support money, and particularly start-up funds, was crucial.

2006–07 program

On the basis of the pilot program, the Victorian government decided to continue funding during 2006–07. The new program was much broader in scope and had the following objectives:

- Support the existing 12 sites from the 2005 pilot project as they move into the 'Growth and Sustainability' phase.
- Support the development of 15 new place-based community enterprise initiatives in disadvantaged communities including Neighbourhood Renewal Sites. The DPCD provided

funds toward this development and many sites applied for grants from the DPCD to facilitate the planning process.

- Develop a network for place-based community enterprise in disadvantaged communities, in order to foster community capacity building, develop/refine tools, provide 'how to' and best practice information, communicate with members and interested parties, promote existing community enterprises in Victoria, and conduct advocacy work and research to inform policy development.

- Establish pathways to funding opportunities by developing linkages between government, business and philanthropic bodies to access and increase investment in community enterprise.

- Evaluate the network and the Place-Based Community Enterprise Support model.

- Retain and develop the Advisory Committee structure.

An important distinction between the pilot and the 2006–07 programs is site selection. While both programs targeted sites as places of significant disadvantage, all of the pilot sites were based in well-established Neighbourhood Renewal sites that were selected by the DPCD.

Of 2006–07 sites, four were located in Neighbourhood Renewal areas, four in Community Renewal areas and the remaining seven were identified as socio-economically disadvantaged using the measures in Tony Vinson's (2006) book, *Dropping off the edge: The distribution of disadvantage in Australia*. Moreover, Neighbourhood Renewal and Community Renewal were recent initiatives at the 2006–07 program sites, meaning that little community engagement had occurred. In the seven sites without a major community development program, a 'cold canvassing' approach with coordinated engagement activities was required. While this selection of sites led to the participation of communities that would not previously have been included, the subsequent readiness, skills and infrastructure of auspicing agencies was far less than in the pilot project (See Appendix C for more information about CEDI community development contexts).

Thus the program schedule for new site development in the 2006–07 program involved a series of sessions with community stakeholders to introduce the concept of community enterprise, workshops to help them brainstorm applications within their locality and roundtable discussions to identify one realistic concept. All of this occurred prior to the more technical planning stage. This groundwork was time-consuming and drew quite heavily on the programs resources. It also meant that other components of the program (applications for planning funds, feasibility and business planning, seeking start-up funds, planning for the start of business) and ultimately the start of enterprise operations were delayed.

This difference in 'readiness', combined with the extra objective of developing a network for place-based community enterprise, has meant that key features of the current program are education, advocacy and capacity building. In other words, the program has focused on building capacity within stakeholder and auspicing agencies, building broader community capacity, and creating links or networks so that the knowledge base, expertise and innovation can become a shared resource.

Implementation

The implementation of the CEDI program during the 2006–07 period occurred through extensive development work and the intensive support of local sites; knowledge and resource development; and initiatives designed to create a network for Victorians interested in community enterprise.

- **Local project development**: Once sites had been identified, project workers conducted information sessions and workshops to educate and engage the local community, locate interested stakeholder organisations and identify a primary stakeholder or lead agency. Regular sessions were held to identify local needs and opportunities and narrow these to one well-defined enterprise concept. Staff provided working groups with information, advice, referrals

and other support including grant application and feasibility study preparation. This development extended into business planning, locating resources, infrastructure and equipment. At the same time, the CEDI manager provided support, as needed, to enterprise initiatives established in 2005.

- **Knowledge development**: One of the project workers developed a resource kit (containing an introduction, workbook and DVD) to serve audiences ranging from government departments to local community workers. Project workers developed targeted written resources and case studies for specific industry enterprises, for example, cafés. They also acted as an information service. A further component was the formation of an advisory committee which acted as a platform to explore pertinent issues. This committee also sparked two new, major research projects, one exploring the role of local government and the other scoping the support needs of the sector.

- **Network development**: CEDI publishes a quarterly bulletin to raise the profile of community enterprise. It includes case studies, explores critical issues and provides links to resources and events. Staff have set up, and now expanded, a community enterprise website. Additionally one project worker coordinated the 2007 Community Enterprise Conference which featured prominent speakers and showcased enterprises.

Evaluating community enterprise

Compared with for-profit enterprise, the additional varied social aims of community enterprise demand a different and broader method of evaluation. To this end, numerous methods have been developed or adapted (see also Appendix D) (Lyon et al. 2002; Somers 2004; Rosenzweig 2004).

Kramer's research of evaluation methods found:

> The hope that philanthropic performance could be boiled down to a single number and compared across different objectives remains tantalizing in this field, but none of our interviewees believed that this goal was yet within reach (Kramer 2005, p.2).

The quite different foci and approaches adopted by the fields of philanthropy and of venture capital have also contributed to the wide range of evaluation methods used. These include:

- progress against self-determined goals
- tracked organisation development (e.g. organisational growth, governance, management and fundraising or counted number of 'lives touched')
- economic benefits and financial leverage (economic performance, monetary value of social benefits, funds raised from other sources)
- shared learning (formation and vitality of networks for learning and support, provision of services) (Kramer 2005).

Past CEDP evaluations

Barraket's evaluation of community enterprise explored the extent to which enterprises mobilised partnerships and leveraged finances and resources, as well as their broader social, economic and environmental impact. Her evaluation of the CEDP found that it made a positive contribution to community enterprise development. After six months, the CEDP helped to establish or develop 22 enterprises, with creation of 93 potential employment opportunities; it provided development assistance to 39 community organisations or groups and organised seven community enterprises development events. Through the program, 111 people gained vocational or accredited training and more than 80 people participated in community enterprise development training (DVC 2005).

A subsequent evaluation of the CEDI pilot component of CEDP found that after 18 months into the program, the result was eight operational enterprises, 39 paid employees, 10 students, 37 volunteers and 14 people who received vocational or accredited training. It found that the program benefited

the local area on three levels: not-for-profit community agencies, enterprise employees and residents (Bedson 2007).

Cost–benefit analysis of the BSL's Intermediate Labour Market initiatives (in which pilot CEDI enterprises were included), combined with a review of international literature and research, found advantages of the model to include:

- fiscal benefits, in that for every dollar invested in ILM programs, society would receive around $14 of benefits
- benefits to individuals such as reduced worklessness, increased lifetime earnings, improved education and health outcomes
- benefits to government revenue such as reduced spending on social security, health and welfare services as well as tax on increased earnings
- social and community benefits, for example community regeneration, a healthier and more educated society (Mestan and Scutella 2007).

Case study: 'The Sliding Door' community café, Reservoir East

Figure 2.1 Reservoir East community café volunteers

According to local council research, Reservoir East is considered to be a 'food desert', where local residents lack access to affordable, nutritious food. The research also highlighted the need for more information on the preparation of healthy food. As a disadvantaged community that has recently become a Neighbourhood Renewal Area, the area also faces key issues of social isolation and the need for training opportunities and work experience that can act as a bridge into mainstream employment.

The 'Sliding Door' is a partnership between three groups: Preston/Reservoir Adult Community Education (PRACE), Thornbury Women's Neighbourhood House (TWNH) and Muslimah Multicultural Catering. The enterprise arose out of the needs of both the community and the partners and was a case of fortuitous timing. PRACE staff were seeking to provide greater opportunities for community engagement among the quite isolated people they worked with. Along with TWNH they were also finding it difficult to provide training and work-based experience for their students, while Muslimah needed to find a new site to accommodate its growing catering business. At the same time, the council was seeking expressions of interest for the vacant café in the civic centre.

The enterprise has benefited from the passion and sense of mission of the partner organisations which have also invested a huge amount of human capital in terms of time. Other key ingredients were the council's low-rent café, a grant from the DPCD and some equipment from Muslimah. CEDI's contribution to the project was via the project worker who provided considerable facilitation and planning support. She drafted the feasibility study, supported the development of the DPCD grant application, arranged visits to other community cafés, and assisted with the position description and recruitment of the enterprise manager. She also provided links to a pro bono interior designer and to a legal consultant, now working to establish the café as an independent entity.

The café commenced trading in October 2007. The enterprise is overseen by a manager who coordinates the use of the space by different groups of trainees and volunteers. It is open to the public and also offers catering to external groups such as the council. In addition, some of the café kitchen space is used by the Muslimah Multicultural Catering which contributes its considerable hospitality experience.

A challenge for this enterprise has been negotiating mutually beneficial terms of engagement (e.g. roles and responsibilities) for each partner group. At the same time an advantage of the 'many cooks' is the assets they bring by way of training and hospitality experience and existing staffing policies. Certainly, without the partner organisations' investment of staff time and expertise in the planning stages, this enterprise would not have been possible.

It is interesting that a second enterprise, a fresh food van, is also being planned as part of the Neighbourhood Renewal project. Volunteers will be trained to source and deliver low-cost fruit and vegetables to disadvantaged residents.

Table 2.1 Facts & figures: Reservoir East café

Resources (to November 2007)	**Total**
DPCD grant	$40,000
Lead agency: staff time, in-kind cost	$6,000
Other partners: staff time, in-kind cost	$11,000
Partner agencies - attendance & advisory group	$3,000
Local council, rent free café	$10,000
BSL grant	$5,000
Total (not including all in-kind costs)	$75,000
Expenditure (to November 2007)	**Total**
Management wages	$40,000
Participant / client wages	ns
Participant / client training	ns
Building costs, e.g. rent - in kind cost	$10,000
Capital works	$2,000
Professional services - in kind	$2,000
Equipment	$10,000
Total (not including all in-kind costs)	$64,000
	Financial Year
Forecasts	**2007–08**
Paid employees (including trainees)	2
EFT positions	1.5
Volunteers	15
Persons that received vocational or accredited training	80
Income generated	$90,000
Percentage of profit of income generated	0%
Customers (annually)	9,200
Local competitors	5

Sources: CEDI survey of sites established in 2006-07, survey conducted September-October 2007; Consultation with CEDI site workers in November 2007.

Note: ns - not stated

3 Method

This evaluation has been guided by a working group made up of DPCD Community Enterprise Unit staff, BSL CEDI and Research and Policy representatives. The working group developed a work plan stating the evaluation objectives and outlining the research method.

The objective of the evaluation was to evaluate the CEDI 2006–07 program's efficiency and effectiveness in building the capacity of local communities across the state to establish community enterprises. This evaluation has involved firstly mapping the resources that have been developed to support community enterprise initiatives, and secondly exploring the ways in which community enterprise networking, sharing and knowledge building have been developed.

A mixed-method (qualitative and quantitative) approach has been adopted, with feedback on the CEDI program sought from the many and varied stakeholders of CEDI. The method, outlined in more detail below, was approved by the BSL ethics committee. It involved surveying 2005 pilot sites, surveying and interviewing key stakeholders at all 17 of the 2006–07 program sites, conducting management interviews and a post-conference network impact survey.

Site review

2005 pilot sites

Surveys were completed by stakeholders at each of the 12 sites that participated in the 2005 pilot program, to provide an update on progress and performance.

2006–07 sites

Surveys were completed by either auspice managers or key contacts from each of the 17 enterprise initiatives commenced in 2006–07, to establish the stage of each enterprise and to collect available business data, for example the dollar value of resources accessed and overhead costs.

A site monitoring tool was developed and information about the specific achievements and challenges for each site is recorded in Appendix A.

Interviews were conducted with managers/key contacts from each of the 17 projects initiated in the 2006–07 program, to hear the stories of the enterprise with a focus on the early development and capacity building stage, the challenges and achievements. A second aim was to evaluate the role and impact of the BSL CEDI staff. Six interviews were conducted in the field. In a few instances, several stakeholders participated in a group interview and gave a tour of the site which allowed the collection of photographic data. These six sites will be presented as case studies. The remaining 11 interviews were conducted by telephone.

Network survey

A key aim in the 2006–07 program was capacity building, defined in this project as knowledge building, facilitation, advocacy and network development. Both site surveys and interviews included items to assess the role and impact of BSL initiatives in this regard. Additionally, a network impact survey of all attendees was conducted six weeks after the two-day conference to examine the longer term impact of the conference on networking activities. A total of 170 surveys were sent out, the majority via e-mail, and followed up with a reminder email.

Management interviews

Staff involved in the Community Enterprise Development Program (CEDP) were interviewed. These included DPCD staff and representatives from AMES and SoFA, as well as all CEDI

program staff. The purpose was to gain a detailed sense of the program aims, achievements, challenges and lessons.

Two additional aims were to gain a broader understanding of the BSL place-based model as contrasted with people-based approaches to community enterprise and to explore the influence of existing community development programs. Information concerning the different models and contexts for community enterprise is detailed in Appendix B and C.

Case study: Fresh food enterprise, Frankston North

Figure 3.1 Mahogany Centre, Frankston North – community garden volunteer

Research of the Frankston North area led to it being identified as an area with limited access to affordable fruit and vegetables. Another community need was education in healthy food preparation and cooking.

Frankston North is a Community Renewal area, the program commencing in April 2007. The enterprise does not have a lead agency but is being driven by the Community Renewal Steering Committee made up of local residents and local organisations, as well as the Frankston Partnership, a collaborative venture between the state government, local council and welfare agencies. The partnership includes the Brotherhood of St Laurence, whose local staff have taken responsibility for the enterprise's banking needs. The CEDI worker identified and broadened the number of key stakeholders in the development process, facilitated meetings, agendas and minutes. She also facilitated the development of the successful grant application to the DPCD.

The enterprise is in the planning stage and a feasibility study has been completed. The concept involves sourcing fresh fruit and vegetables and supplementing these with seasonal produce from the local school and community gardens. These will be sold to residents through a community market to be held twice a week.

While it is in its early stages, a strength of this enterprise concept is cross-community support— from the teachers and parents at local primary and secondary schools, to the older residents who volunteer in the community garden. There is also scope to develop synergies between the community strengthening activities of the local Neighbourhood House, educational opportunities at the local schools, the need for youth training programs and the demand for affordable fresh produce. As one stakeholder said: 'It was like the planets aligning'.

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Frankston North
Community enterprise concept

* Healthy eating
* Supply of healthy food
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Catering ← Core business: Fruit & vegetable retail Co-op model → School & community gardens e.g. grow & sell herbs

Wholesaling ← → Home delivery

Community kitchens ← → Community education
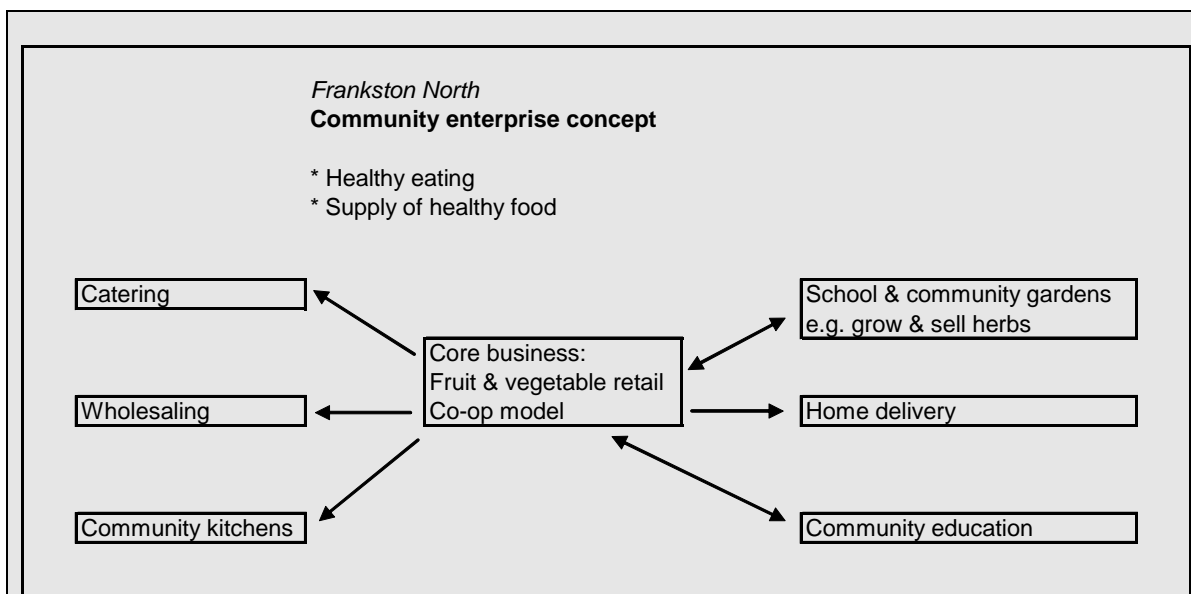
Figure 3.2 Frankston North enterprise concept

On the flip side, a challenge is narrowing and defining the enterprise. This will involve ensuring its starting size is proportionate to the available start-up capital. Key stakeholders see the enterprise as one core business with many potential modules that could later become offshoots. Another issue is the need to locate a lead agency and community members that are prepared to take greater ownership and responsibility. Support for an idea is not enough.

Table 3.1 Facts & figures: Frankston North fresh food enterprise

Resources *(to November 2007)*	Total	
DPCD grant - feasibility study	$25,000	
Community Renewal: staff time, in-kind cost	$1,000	
Other partners: staff time, in-kind cost	$2,000	
Total *(not including all in-kind costs)*	$28,000	
Expenditure *(to November 2007)*	**Total**	
Management wages	na	
Participant / client wages - assistant	$2,600	
Participant / client training	na	
Building costs e.g. rent	na	
Capital works	na	
Professional services - consultant	$17,250	
Equipment - market equipment e.g. fridge	$2,000	
Total *(not including all in-kind costs)*	$21,850	
	Financial Year	
Forecasts	**2007–08**	**2008–09**
Paid employees (including trainees)	1	2
EFT positions	0.2	0.4
Volunteers	5	20
Persons that received vocational or accredited training	3	15
Income generated	$9,000	$40,000
Percentage of profit of income generated	0%	0%
Customers (annually)	400	2000
Local competitors	10	10

Sources: CEDI survey of sites established in 2006-07, survey conducted September-October 2007; Consultation with CEDI site workers in November 2007.

Note: na - not applicable

4 The results

Facts and figures

Survey data on the 2005 enterprises

The 12 sites that participated in the 2005 CEDI pilot program were asked to complete a two-page survey to provide an update of their progress. The survey asked for basic enterprise figures as well as information about their achievements and challenges, aims for the future and anticipated needs. After some follow-up, 11 of the 12 sites returned the survey.

Of the sites that responded, one had not produced an enterprise while another was still exploring enterprise concepts (see Table 4.1). Of remaining sites:

- One had been operating for at least six months
- Six had been operating for at least one year
- One had been operating for two years, and
- One (whose origins predated CEDI) reported operating for over three years.

One other site was operating at the time of the survey but did not respond.

Table 4.1 2005 enterprise sites: status update

Location	Enterprise status	Enterprise name / current concept
Colac	No data	Envirologs (environmental fuel)
Wendouree West	Did not progress past concept stage	na
Chadstone	Exploring potential enterprise concepts	na
Eaglehawk	Operating for at least 6 months	Bright Street Enterprise Hub (café, training facility and tool library)
Maidstone–Braybrook	Operating for at least one year	Global Landscapes
Broadmeadows	Operating for at least one year	HomeGround Maintenance Service
Doveton	Operating for at least one year	Celebration Catering
Latrobe Valley	Operating for at least one year	Don Rods (fishing rods)
Heathdale	Operating for at least one year	Heathdale and Neighbours Community Shed (HANCS)
Corio	Operating for at least one year	Rosewall Training Café
Seymour	Operating for 2 years	Renovation for Renewal
Shepparton	Operating over 3 years	Just Romans (Roman blinds)

Source: CEDI survey of the sites established in 2005, survey conducted October-November 2007.

Note: na - not applicable

Sites were asked how many organisations had been involved in the enterprise or concept. The average enterprise had involved eight organisations. The fewest number of organisations was two and the greatest was 32.

The typical enterprise had involved 17 local residents. The least involved was five and the most involved was 50.

Seven of the enterprises reported sourcing training funds to supplement the costs of their trainees. Sources included Work for the Dole, Job Network, Adult Community and Further Education, New Apprenticeships, Traineeship Incentives, New Apprenticeship Access Program and Neighbourhood Renewal.

Of the 11 sites that responded, two enterprises had no operations during the 2006–07 financial year while seven had operated the whole of the year. The average enterprise operated nine months of the financial year.

Sites were asked to list all of the resources they received during that year, for example, grants, donations, in-kind contributions including staffing costs.

Note: The figures should be treated with caution because they are based on the 8 or 9 sites that responded and there seems to be some variation in the method of assigning value to both the resources and expenditure which may affect conclusions.

Of the nine sites that were operating, a total of $920,515 was reported. The least resources reported were $6,000 and the greatest $552,000. The median was $31,500. It seems likely that some sites reported resourcing since the start of the project because they included grants from the BSL CEDI pilot program. However, the actual figure are probably higher because some sites did not put a dollar-value on all in-kind support, excluding things like rent subsidies and volunteers.

Funding sources included the Brotherhood of St Laurence CEDI grant, the federal Department of Transport and Regional Services and Department of Employment and Workplace Relations, the Victorian Department of Human Services and Department of Planning and Community Development, local councils, Victoria University, International Power, local employment agencies and local health providers.

Funds were used for rent, salaries, capital works and start-up equipment.

Sites were asked to specify their total budget expenditure for the 2006–07 financial year (see Table 4.2). The lowest budget was $4,000 and the greatest $450,000. The median was $113,000.

During the 2006–07 financial year, the median enterprise size was 6 paid employees and 5.0 Equivalent Full Time (EFT) positions although enterprises varied from 0.5 to 13 EFT positions. The median number of volunteers was 4 as was the number of persons receiving vocational or accredited training. The median enterprise annual income was $120,000 although enterprise income ranged from a few thousand dollars to almost half a million. The dependence of some sites on contracts meant that they had only one or two customers whereas sites less dependent on contract work had thousands of customers annually. On the whole, variation in the size and scale of enterprise operations means that some enterprises reported much lower figures. This does not mean they were not profitable enterprises however, as one of the smaller enterprises reported a profit of 30 per cent.

Table 4.2 2005 enterprise sites: figures for the 2006–07 financial year

Figures for the 2006–07 financial year	Total	Median	Least	Most	Number of sites that provided figures
Paid employees (including trainees)	67	6	1	20	9
EFT positions	45	5.0	0.5	13.0	9
Volunteers	34	4	0	15	8
Persons that received vocational or accredited training	49	4	0	20	9
Income generated	$1,483,858	$120,000	$2,500	$450,000	9
Percentage of profit of income generated	na	0%	-20%	30%	8
Customers (annually)	2,472	85	2	2,300	4
Local competitors	33	5	2	8	9

Source: CEDI survey of the sites established in 2005, survey conducted October-November 2007.

Sites were asked to predict figures for the 2007–08 financial year (see Figure 4.1 and Table 4.3). The median forecasts were 6 employees (amounting to 6.0 EFT); 4 volunteers and 6 people receiving vocational or accredited training. Median forecast income was $255,000. The predicted median annual customer base was 120, with five local competitors. Again, however, enterprises varied considerably as a result of their overall size and the role of contract work.

Figure 4.1 2005 enterprise sites: projected income for the 2007–08 financial year

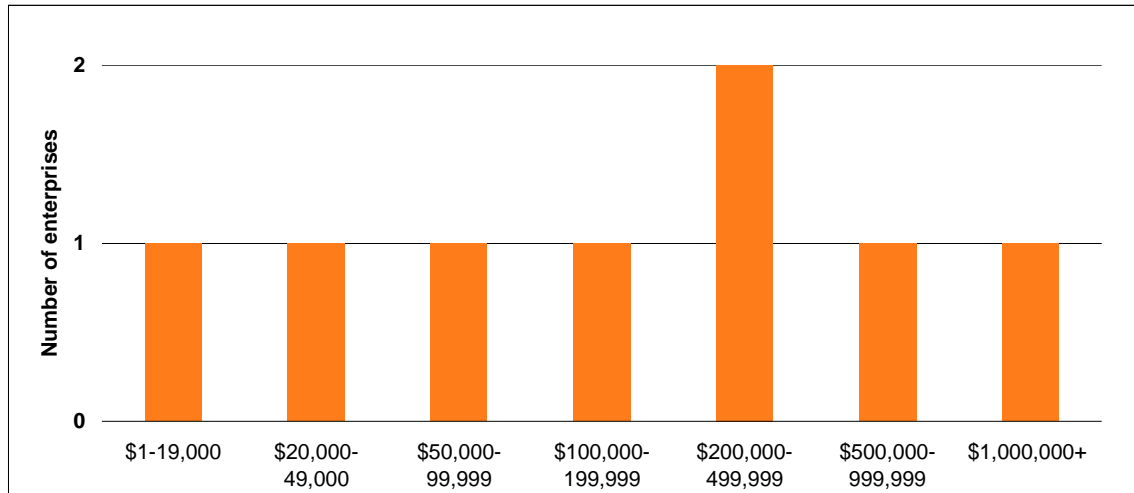*Source*: CEDI survey of the sites established in 2005, survey conducted October–November 2007.

Table 4.3 2005 enterprise sites: figures for the 2007–08 financial year

Figures for the 2007–08 financial year	Total	Median	Least	Most	Number of sites that provided figures
Paid employees (including trainees)	71	6	1	15	9
EFT positions	52	6.0	0.5	13.0	9
Volunteers	55	4	0	20	9
Persons that received vocational or accredited training	65	6	0	20	9
Income generated	$2,763,500	$255,000	$2,500	$1,000,000	8
Percentage of profit of income generated	na	5%	0%	30%	9
Customers (annually)	5,763	120	3	5,520	4
Local competitors	33	5	2	8	9

Source: CEDI survey of the sites established in 2005, survey conducted October-November 2007.

Achievements and challenges

Sites were asked to list their achievements and some of the challenges of the last 12 months.

The most cited achievements related to contracts, completing or meeting contractual obligations and securing new contracts. The next most cited achievement was business establishment or expansion through an increased customer base or broader the geographic coverage. Other achievements included moving trainees into mainstream employment, being able to provide paid employment, government recognition as a preferred supplier, community involvement in governance, improved sales and reaching the 'break-even' point.

Challenges for sites included:

- auspice instability or inability to continue, this had prevented one site from starting at all and had resulted in major set-backs for another.
- financial difficulties, e.g. tracking performance, cash flow
- developing a market and customer base. This included developing multiple markets to reduce dependence on single contracts.
- keeping pace with an expanding customer base and diversification of tasks
- work readiness of participants, e.g. motivation
- human resourcing at management level, e.g. finding people with the right skill set
- sourcing capital funds, e.g. for vehicles
- theft of equipment.

Aims and resource needs

Most sites' aims for the future revolved around attaining financial sustainability. Many sites sought to expand their current market through diversification of services, broadening their service area, developing their brand and advertising. Other aims were to employ more people and develop pathways into mainstream employment.

In terms of resource needs, a few sites listed money for infrastructure or capital works to allow for improved productivity and business expansion.

> … Any injection of funds would be greatly welcomed. Our ability to expand currently relies on goodwill and in-kind contributions.

A second area of need was assistance with business information systems to appropriately monitor finances and provide quotes, and with business development and growth as well as industry-specific knowledge.

Other sites listed support with securing contracts although it was unclear whether this referred to information on how to best approach organisations or organisational sympathy for the aims of community enterprise.

Survey data on the 2006–07 enterprises

Current CEDI sites were asked to complete a two-page survey of general questions about the progress and development of their enterprise. The survey also asked for basic enterprise figures.

As of October 2007, only one of the 17 sites was inactive. Fifteen sites had identified an enterprise concept although for many this had not been finalised. Of the concepts identified, some common themes emerged:

- four sites involved a community café and or catering
- three sites planned enterprise around landscaping, construction or general maintenance
- three sites had identified fresh food and or a community garden
- three sites involved recycling in some form, e.g. furniture, whitegoods, computers.

The remaining two sites had rather different concepts, for example growing drought-tolerant plants and boat maintenance.

The enterprises were at quite different stages of development. Of the 16 active sites, five were exploring potential enterprise concepts, three were undertaking business planning, four classified themselves as 'pre start-up', while three had commenced trading (see Table 4.4).

Table 4.4 2006–07 enterprise sites: status update

Location	Enterprise status	Enterprise name / current concept
Stawell	Unsuccessful in getting started	na
Horsham	Exploring potential enterprise concepts	Community garden / recycling computers
Heidelberg West	Exploring potential enterprise concepts	Food related community enterprise
Laverton	Exploring potential enterprise concepts	Laverton Streetscape & Landscaping
Cranbourne	Exploring potential enterprise concepts	Room to Grow Community Garden
Rosebud	Exploring potential enterprise concepts	Recycling - yet to be named
Reservoir East (Food van)	Exploring potential enterprise concepts	Mobile fruit and vegetables
Bayswater North	Undertaking business planning	Glen Park Community Café
Portland	Undertaking business planning	Portland Recycling
Frankston	Undertaking business planning	Fresh food business
Warrnambool	Pre start-up	Darlington Community Café
Richmond North	Pre start-up	Community café
Whittington	Pre start-up	Construction / maintenance - *yet to be named*
Hastings	Pre start-up	Western Port Training Enterprise
Reservoir East (Café)	Commenced trading (October 07)	The Sliding Door Community Café
Delacombe	Commenced trading (July 07)	Enterprising Communities Inc.
Maryborough	Commenced trading (April 07)[1]	Cool Plants for Hot Spots

Sources: CEDI survey of sites established in 2006-07, survey conducted September-October 2007; Consultation with CEDI site workers in November 2007.

Notes:

Key stakeholders identified the status of their enterprise in the survey. Enterprise status may have subsequently changed.

na: not applicable

[1] Limited trading has commenced via a market stall.

The survey included a systematic list of the tasks undertaken when defining, planning and starting an enterprise. The list is by no means exhaustive and the actual tasks at each site relate to their particular circumstances. Based on discussions with BSL CEDI staff, it appears that tasks have been under-reported to some extent. Possibly sites forgot to include tasks completed earlier, or the language used to describe tasks did not resonate with their experience. Also worth noting is the fact that site interviews predicted a high level of activity and progress for the latter part of 2007, so sites will have advanced by the time this report is published.

Nonetheless, the list provides a set of benchmarks against which to map progress, as shown in Table 4.5. Of the 16 active sites, the following numbers had completed or were currently undertaking the following activities:

- community engagement activities (13)
- explore enterprise concepts (13)
- select an enterprise concept (10)
- develop a work plan (6)
- establish a project advisory committee (6)
- engage local mentors (5)
- apply for finance (8)
- conduct a feasibility study (10)
- develop a business plan (4)
- explore other finance pathways (3)
- acquire start-up finance (3)
- commence trading (3)
- seek business development and support (1)
- plan for the future (1).

The table below is to be read from left to right, as a progression of enterprise development.

Table 4.5 2006–07 enterprise sites: progression

Site	Existing program	Which tasks have been completed?													
		Conduct community engagement activities	Explore enterprise concepts	Select an enterprise concept	Develop a workplan	Establish a project advisory committee	Engage local mentors	Applied for finance	Conduct a feasibility study	Develop a business plan	Explore other finance pathways	Acquire start-up finance	Commence trading	Business development and support	Plan for the future
Stawell		na													
Horsham	Council program	Yes	Yes												
Laverton	CR (est. Nov '06)	Yes	Yes												
Heidelberg West	NR (est. Dec '06)	Yes	Yes												
Cranbourne	Council program	Yes													
Rosebud	CR								Yes						
Reservoir East (Food van)	NR (est. Dec '06)	Yes	Yes	Yes											
Bayswater North	CR (est. '07)		Yes	Yes					Ongoing						
Portland		Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes						
Frankston	CR (est. Dec'06)	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes						
Warrnambool			Yes				Yes	Yes	Yes	Yes					
Richmond North		Yes	Yes	Yes	Yes	Yes		Yes							
Whittington		Yes	Yes	Yes	Yes				Yes	Yes					
Hastings	NR (est. 2006)	Yes	Yes	Yes		Yes	Yes	Yes	Ongoing	Ongoing	Ongoing				
Maryborough		Yes	Yes	Yes	Yes			Yes	Yes			Yes	Ongoing [1]		
Delacombe	NR (est. '06)	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Reservoir East (Café)	NR (est. Dec '06)	Yes		Yes		Yes			Yes		Yes	Yes	Yes [2]		

Source: CEDI survey of sites established in 2006-07, survey conducted September-October 2007.
Notes:
Key stakeholders identified tasks completed in a survey. Enterprise status may have changed in the subsequent period. BSL CEDI staff assessments of enterprise status may differ.
The 'existing program' column is not a survey item. It references existing development programs at the locality. For example, NR: Neighbourhood Renewal; CR: Community Renewal.
na: not applicable; est: established.

[1] Limited trading has commenced via a market stall.
[2] The café has only recently opened.

While the incubation period of enterprises and their progression might be considered slow, the survey indicated that sites' capacity, specifically their knowledge, drive and ability to draw support, is considerable. For example, sites reported having drawn on the support of multiple organisations: 11 sites had involved five or more agencies and five of these sites had involved 10 organisations or more. Another indicator of this growing capacity is that seven sites reported that they were considering establishing another enterprise.

More ambiguous was the involvement of local residents in the development of the enterprise. Eleven sites reported involving local residents and of these, four had involved 20 or more people. However four sites had not involved any residents and two did not answer the question.

Financial and other site data

The relatively early developmental stage of sites meant that many were unable to provide financial data or projections. Note also that because some sites provided more extensive data than others, BSL CEDI workers contributed additional information sourced from planning documents, applications and their knowledge of the sites. The data they provided sometimes included forecasts for the 2007–08 financial year based on the likelihood of enterprises commencing trading.

> Note: Owing to the early stage of the 2006–07 enterprises, the preliminary data presented below relies on a degree of guesswork on the part of sites and CEDI workers. As some sites did not convert 'in-kind' support into dollar equivalent, this detail could not be included. For those sites that provided 'in-kind' figures, their method of calculation is likely to vary. BSL CEDI support is excluded from the analysis below except for one instance where the local BSL was a stakeholder Finally, survey questions may have been interpreted differently by particular sites.

However, within these limitations, this is the best data currently available.

Resources

Information on resources is available from 14 of the sites. The sources varied considerably due to the organisational circumstances and networks of each site. The main source of funding was from the DPCD or Neighbourhood Renewal. Lead agencies and other stakeholder groups provided additional resources, largely staff time. Stakeholder groups included local councils, state government departments, community welfare groups, adult education providers, employment services and a community catering service.

Other sources of funding included an ANZ trust and BSL seeding funds. Student and volunteer contributions were also noted.

For the 14 sites that provided data, resourcing totalled $573,440. As Figure 4.2 shows, stated site resources ranged from $16,000 to $85,000, although at the time the survey was conducted other sites had not yet received any funding. However, of those sites that provided data, the median resourcing was $39,540.

Figure 4.2   2006-–07 enterprise sites: resourcing from commencement to November 2007
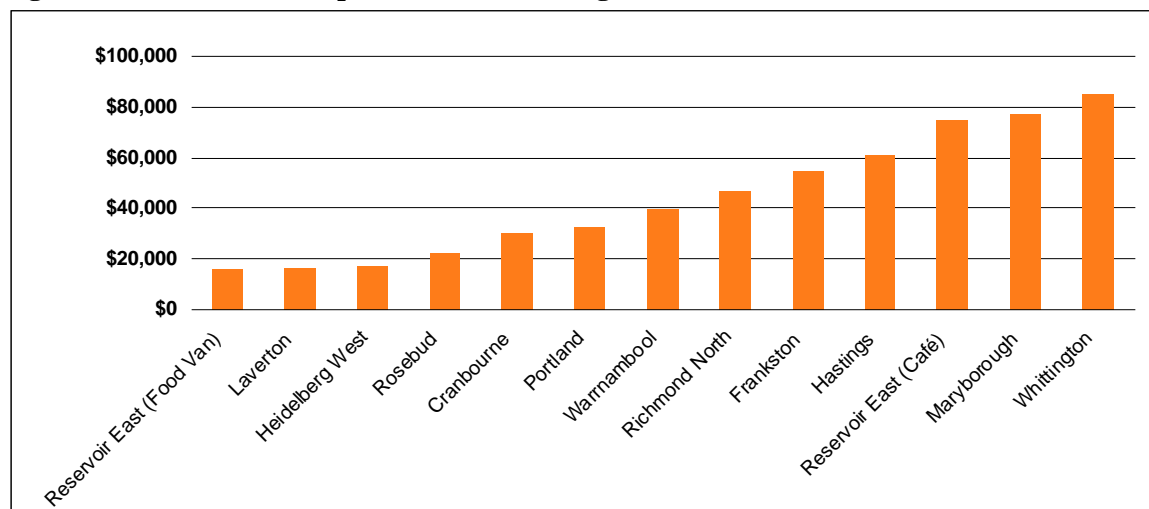
Expenditure

Information on expenditure was reported under several broad headings. Between three and eight sites responded to each of the items. The type and amount of expenses varied considerably depending on their level of development. Some sites indicated that particular expenses had been met via 'in-kind' contributions, and did not estimate their dollar equivalent. Aggregated data of medians (or mid-points), minimum and maximum expenditures is presented in Table 4.6.

Cumulatively the five sites reported expenses of $378,582. Wages for management amounted to $141,332. For more developed enterprises, it is likely that participant or client wages would be a substantial expense. The lowest overheads were recorded for building (accommodation) costs such as rent and participant or client training: this partly reflected the early stage of enterprise development.

Table 4.6 2006–07 enterprise sites: expenditure

Expenditure *(to November 2007)*	Total	Median	Lowest expenditure	Highest expenditure	Number of sites that provided figures
Management wages	$141,332	$32,032	$5,000	$50,000	5
Participant / client wages	$37,300	$2,000	$1,000	$30,000	5
Participant / client training	$11,000	$2,000	$1,000	$3,000	5
Building costs e.g. rent	$10,100	$3,600	$500	$6,000	3
Capital works	$36,000	$7,000	$2,000	$20,000	4
Professional services	$86,850	$6,800	$2,000	$40,000	8
Equipment	$56,000	$10,000	$1,000	$15,000	7
Total	**$378,582**				

Current enterprise statistics

Only two sites had commenced operations during the 2006–07 financial year. However, sites that anticipated starting before the end of 2007 provided some predictive data for this item.

As Table 4.7 shows, the median number of paid employees was 1, although this was less than a full-time position (EFT 0.5). A median of five volunteers and five people received training. Median enterprise income was $12,500 with no profit margin. However, income ranged from $5,000 to $15,000. Likewise, the type of enterprise influenced the number of annual customers, these ranging from 3 to 4,800. Contract-dependent enterprises tend to have fewer customers whereas, for example, cafés tend to have many. The median number of competitors was 5.

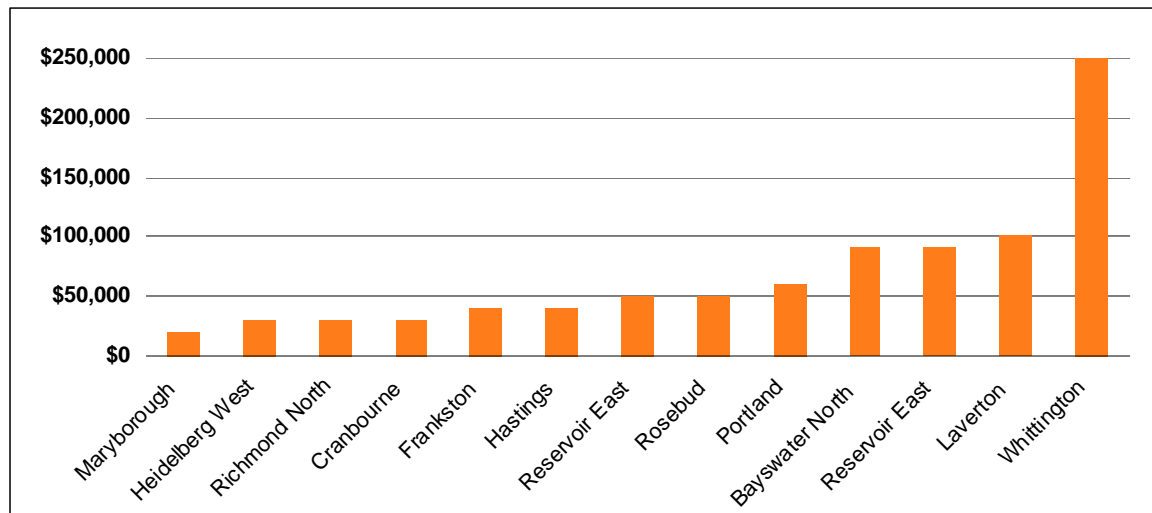**Table 4.7 2006–07 sites: figures for the 2006–07 financial year**

Figures for 2006–07 financial year	Total	Median	Least	Most	Number of sites that provided figures
Paid employees (including trainees)	19	1	1	12	7
EFT positions	9.8	0.5	0.2	7.0	6
Volunteers	29	5	1	12	5
Persons that received vocational or accredited training	41	5	1	12	7
Income generated	$45,000	$12,500	$5,000	$15,000	14
Percentage of profit of income generated	0%	0%	0%	0%	3
Customers (annually)	5,723	250	3	4,800	6
Local competitors	46	5	3	20	6

Sources: CEDI survey of sites established in 2006-07, survey conducted September-October 2007; Consultation with CEDI site workers in November 2007.

Predicted enterprise figures

Sites were asked to provide predicted enterprise statistics for the 2007–08 financial year when it is likely that a much higher proportion will be operational. Between 13 and 15 sites provided predicted figures for the categories (see Figure 4.3 and Table 4.8). Aggregated data (from those sites which responded to the item) indicates median figures of 2 employees but 1.0 EFT position, 15 volunteers and 15 persons receiving training. Median enterprise income is forecast to be $50,000 with no profit margin. Median annual customer predictions are 1,300 (note this figure is elevated due to projections by cafés) with 5 local competitors. Note that enterprise figures varied considerably (see table 'most' and 'least' columns). For additional information about individual sites, refer to Appendix A.

Figure 4.3 2006–07 sites: projected income for the 2007–08 financial year

Sources: CEDI survey of sites established in 2006–07, survey conducted September–October 2007; Consultation with CEDI site workers in November 2007.

Table 4.8 2006–07 sites: figures for the 2007–08 financial year

Figures for 2007–08 financial year	Total	Median	Least	Most	Number of sites that provided figures
Paid employees (including trainees)	51	2	1	20	15
EFT positions	31.9	1.0	0.5	15.0	15
Volunteers	163	15	1	20	13
Persons that received vocational or accredited training	280	15	0	80	15
Income generated	$880,000	$50,000	$20,000	$250,000	13
Percentage of profit of income generated	5%	0%	0%	5%	13
Customers (annually)	42,803	1,300	2	9,200	15
Local competitors	116	5	1	25	15

Sources: CEDI survey of sites established in 2006-07, survey conducted September-October 2007; Consultation with CEDI site workers in November 2007.

Summary

The majority of enterprises developed in the 2005 pilot program are now operating although there was considerable variation in the time taken to move from planning to operation. The amount of resourcing sites received varied considerably as did total budget expenditures for the 2006–07 financial year. The ability to procure and retain contracts was a significant issue with financial sustainability identified as a key challenge. Forecasts for the 2007–08 financial year suggest the mid-sized enterprise is still quite small with 6 EFT staff. It will provide training to 6 people, have an income of approximately $255,000 with a profit margin of 5%.

Sites in the 2006–07 program have varied considerably in their progression from planning to enterprise operation. A key factor has been the need to build the community capacity as a foundation for enterprise. That many sites are still in the early/developmental stages has impacted upon the financial data available. Current site resourcing ranges from $0 to $85,000 with the median $39,540. 'In-kind' contributions are an important component of this resourcing. With only three sites having commenced operations and others to launch in the coming months, forecast figures for the 2007–08 year indicate the mid-sized enterprise will have 1.0 EFT staff and 15 volunteers and train 15 people. Median income will be small at approximately $50,000 with an end goal of breaking even.

Comparison of projected income figures highlights differences between 2005 enterprises and those developed in the later program (see Figure 4.4). The 2005 enterprises vary much more in their projected incomes with a tendency toward higher incomes, up to $1 million. By contrast, 2006–07 program enterprises predict more modest incomes with the highest at $250,000.

The reason for this difference is 2005 enterprises' use of substantial contracts work compared with 2006–07 enterprises which have tended to be in less secure areas like retail, food and hospitality.

Figure 4.4   Comparison of 2007–08 projected incomes for sites established in 2005 and in 2006–07
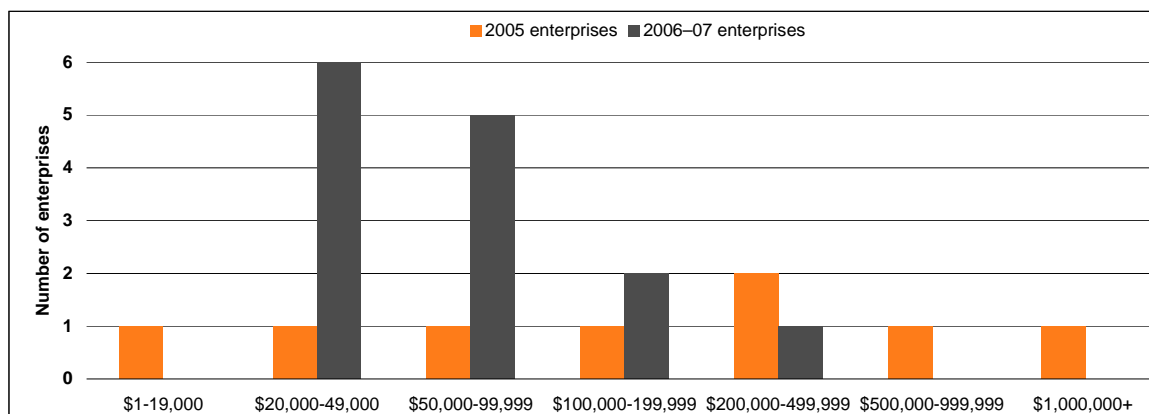
Sources: CEDI surveys of sites established in 2005 and 2006–07, surveys conducted September-November 2007; Consultation with CEDI site workers regarding 2006–07 sites in November 2007.

Site interviews

This next section describes some of the themes and issues which emerged from interviews with stakeholders at the 2006–07 sites.

Projects based on community needs

Community enterprises were developed in response to the expressed community needs outlined below.

Social inclusion

Several communities felt the need for a safe and welcoming gathering place—both in terms of physical safety and acceptance of difference. These needs can be addressed in many ways, from a café to a community vegetable garden.

> We want tenants to be able to reclaim the space … A café will create a positive environment to allow people to gather and get to know their neighbours.

> [Regarding an existing café] the community café is like a lifeline to a lot of people … We get a lot of letters from people's relatives saying it's the only place they visit, 'Please don't shut it down'. It's a welcoming environment, especially if they are feeling depressed, if they are long-term unemployed. They don't have to be a particular person, they are accepted. It is a culture here that other people welcome them as well. They don't feel that they stand out.

Specific needs

- Food insecurity and good nutrition

Several sites said recent research identified access to fresh, affordable food as an issue for their local community. Running parallel with this issue was the need for nutrition education that corrected the notion that healthy food was too expensive, and for instruction in how to prepare healthy food.

- Home maintenance

Several sites identified the need for a maintenance service for elderly and disadvantaged residents. This service would specialise in the jobs that tradespeople consider too small to quote on.

Training and employment

Many sites identified the closely linked needs of training and employment. Local residents had low level skills in literacy and numeracy, there was a low retention rate of young people in school or study and local unemployment was high. These issues were exacerbated by lack of adequate public transport to employment, and in regional areas, fewer employment opportunities. Additional barriers for some people were homelessness, mental health issues and criminal records.

An existing training agency commented on the high demand for hospitality training, for example, courses in food handling, responsible serving of alcohol and gaming: 'It was unbelievable how many people took it up'.

Job readiness was identified as an issue in one area. Personal and family issues need to be addressed in the re-skilling/training process:

> [Town X] is surrounded by industry jobs but people are not job ready.

> Sometimes with long-term unemployed, their confidence and their skills have disappeared and it needs a nurturing environment to build up that confidence before going into a mainstream café out there, where you only have so many chances and you're out the door.

Underlying training and employment was the need to provide people with an opportunity, however small, that could be a pathway into something bigger.

> [In relation to café] We are seeing this as an opportunity to get people on the treadmill [sic] to improve their lot, even if it is dishwashing, to give them a chance.

Opportunity through broader local needs and markets

Identifying broader local needs or niche markets can open up new training and employment opportunities. Examples include:

- procurement of council works contracts e.g. for graffiti removal, landscaping
- recycling initiatives to reduce landfill
- new/emerging industries, e.g. petrol station offering bio-diesel
- boat repair.

As one person observed:

> [Affluent people live in the area and] … with disposable incomes are buying boats and not maintaining them properly. They are having problems and needing to be rescued by the water police.

Community consultation

Community consultation emerged as an important part of the process for many sites although the breadth and extent of consultation varied. The engagement process varied from community forums, workshops and public meetings to conducting a survey of community needs as part of an enterprise feasibility study. Some key stakeholders said that in their community, previous development had been a 'bandaid' approach that imposed solutions upon people. Lack of consultation had led to things being 'burned down or smashed'. Neighbourhood Renewal sites had the most systematic and intentional approach. NR stakeholders described an engagement process in which awareness and trust was slowly built over an extended period. The inclusion of residents had improved their skills and self-determination as key members were trained in running a community survey or business basics. Stakeholders reported many more people had expressed interest in being involved than could be accommodated. Such 'ownership' was vital for success:

> I could come up with 25 ideas that I thought were terrific but that's not what we are doing. We want something that the community has truly said they want.

Some other non NR sites also had longstanding community action groups so the human infrastructure for participation was already established.

> There is a buzz out there, people are looking forward to it.

Other communities seemed to lack such a culture or consultation occurred among agencies rather than at the grassroots of disadvantaged communities. One stakeholder considered it her agency's role to act on its knowledge of the area, addressing local need through enterprise development. She considered this to be social enterprise rather than community enterprise. Survey data of current sites suggests that this 'top-down' approach may be more widespread.

Certainly the challenges of consultation were identified. Drawing local residents to meetings was difficult as was securing regular attendance by key organisational stakeholders at working group meetings. Competing ideas and difficulty in obtaining a consensus also prevented working groups from moving forward.

Broader organisational community support

Stakeholders were also asked about broader community support. This had been obtained in varying degrees by networking with local schools, welfare groups and churches. One stakeholder listed: 'finding out that everyone is so willing to help' as a key achievement: local council, community groups and schools were all behind the project, offering to help with advertising, raising money and at working bees.

Others talked of establishing partnerships with groups of common interest and about cross-age support ranging from older residents involved in the community garden to school communities teaching healthy eating and horticultural skills.

Stakeholders from two rural sites were particularly well-connected within their communities. One emphasised how important it was to establish a presence. After listing connections to a regional service provider group, business alliance, Rotary, local youth network and their Memorandum of Understanding with several local schools she added, 'We are a member of any committee going … as we need support we will pull on those networks'.

Another site noted that 'goodwill is worth a lot of money' explaining how promoting a project widely meant that potential funding bodies will be familiar with projects when 'your funding application comes across their desk'.

Another element was gaining recognition from the community. Local newspapers had a potential role in this regard, one stakeholder commenting on the positive impact of press about the project.

When asked about the limitations of local community groups, many sites said there were no limitations, or returned to talking about the positive links they had. One saw the involvement of community organisations in layers: firstly there were core partners, the second layer included organisations that provided support on a needs-basis, and the third included stakeholders whose involvement was more task-specific and short-term. One respondent saw stakeholders changing as a normal part of the process, emphasising that they brought their learnings from other projects which was a good thing. She also listed time as a major limitation for community organisations, suggesting the key was dividing the work into smaller tasks.

> They are going to be limited by their time, that is one of the biggest things. They have more good will than they have time. It's about how can you work smarter with those partners to keep them involved and get them to contribute without it taking up their time. And remember that they are here because you want them to do something for you. If you ask them to do something you have to make sure it's time and task size managed. To make it fun as well, keep meetings and activities fun-based. A lot of these people are going to a lot of meetings, there's a lot of agendas, a lot of minutes. How do you keep it interesting so they come away glad they attended?

Another respondent raised the issue of documenting exactly which resources community organisations would contribute, expressing concern that their group would be left with too much responsibility. Similarly, another said that while the community was offering a range of assistance, it included everything 'except give money which is what we need'.

Professional business and industry support

The sites had been less effective in linking with local business professionals. Some sites said it was too soon to seek industry-specific skills because their enterprise concept was not yet fully defined. One said that local business would be consulted when they conducted their feasibility study.

A couple of respondents noted how they might source professional help, for example, a local business incubator or via the networks of their board members. Some key stakeholders already had access to professionals like accountants through their organisation. One focus of the

Neighbourhood Renewal policy is to employ local people to create opportunity. This had implications for seeking business or industry support from elsewhere: 'The thing about NR is you need to remember to spend and employ as locally as possible and think "Is this an opportunity for a resident?" '

Others noted the contributions of local industry, such as hardware stores, by contributing seedlings and timber for projects.

Several sites had held meetings with key industries in the area. However, establishing contact had been problematic: for instance one rural site held a business breakfast but said poor attendance and other factors meant it was unsuccessful. Another rural site established a collaborative relationship with a key local industry which was subsequently bought out, returning them to square one. Other respondents said they had met with their local traders' associations and were exploring possibilities.

A few sites, however, had been quite effective at drawing on local business professionals. One site in an urban industrial area had business mentors and other professionals on their working group. Similarly, another set up as a non-profit, community cooperative with a committee including key professionals: town planners, surveyors, property developers and business academics. This same site had built a relationship with a local contract management group which was supportive of their social aims, and was working to make links to building suppliers. Another example of specific business support was the pro bono business planning, legal and interior design work brokered by a BSL CEDI worker on behalf of an enterprise.

An issue worth noting is the potential conflict of interest that arises in seeking support from local business, especially in the case of overlapping markets. One respondent said they were likely to 'step on someone's toes at some point' and that mainstream business had not really embraced their enterprise.

Key stakeholders

Interviews indicated that synergy and building a spirit of cooperation and consensus were important issues for stakeholder organisations. These stakeholders included community and health-related organisations, employment organisations, local government and state initiatives such as Neighbourhood and Community Renewal programs.

Stakeholder synergy

Many sites spoke about the fit between the mission of their lead organisation and the aims of the enterprise. One could argue that if enterprises did not fit with the mandates of stakeholder organisations, they would not be involved. However, this fit needed to extend well beyond philosophy and mission statements to a more pragmatic level. The foundation for most enterprises seemed to come from stakeholder assets and organisational activities, for example, operating a neighbourhood house or offering accredited training. Enterprise concepts were often natural extensions of what lead agencies already offered or served to fill an organisational need such as work-based training for their students. One site viewed their catering enterprise as another arm of their existing community café that would contribute to its ongoing financial viability.

Sites described the different assets that stakeholder organisations brought to the table: Registered Training Organisation (RTO) status, banking and financial management, collaborative relationships with municipal councils or the Office of Housing, land and/or low-rent buildings, existing networks of volunteers and template policy documents to manage staff and volunteers.

Key stakeholders had often contributed substantial amounts of their time to the project. In addition, they contributed their expert understandings of local issues of social isolation, employment, young

people, the justice system. Two commented on their previous experience of setting up an business while another two a couple brought their experience from other industries.

Cooperation and consensus

Recruiting suitable stakeholders took a considerable amount of time. One site, still in the early stages, described it as a case of 'two steps forward and one back'.

Defining and reaching agreement on enterprise objectives was no simple process. At least one site admitted getting carried away with the possibilities:

> At one stage we had it as a multi-million dollar business delivering stuff worldwide, but we had to back away from that.

Others felt that even after they identified an enterprise concept, there was sometimes a tug of war between stakeholder groups.

> It was getting messy for a while. [Group A] was trying to take over for the people from the [X program] and there were a lot of ideas not in line with our original ideas. We had one meeting and it was pivotal. What are we doing? Where are we going?

Another site, which involved various levels of government, migrant and Indigenous groups, spoke of the need to sit down to 'plan how to work together'. Across the interviews, however, there was a sense of optimism: stakeholder diversity was a positive thing requiring considerable time and effort.

> Cooperation is important, all three [key stakeholder] organisations are needed.

A key aspect of establishing effective working relationships, and indeed, the enterprises, was clearly defining stakeholder roles. This was a source of concern for many of the agencies. One site noted that while many organisations had indicated their interest and willingness, 'What resources people will put in needs to be asked and documented'. In essence, goodwill only goes so far.

At the heart of this issue was the nomination of a lead or auspice agency, the delegation of tasks and fear that one organisation (or individual) would be left responsible. People were quick to state that their organisation was not in charge. While most stakeholders did not lack enthusiasm, many felt that they lacked the resources to auspice an enterprise. One rural site described their agency as an 'outpost' with key operations based in a larger town some distance away. Other stakeholders saw auspicing an enterprise to be either outside their mandate or not in the interests of the community. Neighbourhood Renewal staff saw their role as facilitators and contributors but that ultimately, a community organisation must take ownership.

> [We] need to find an auspice that is going to deliver the project. My role is to bring the facilitation process into the community, facilitate the process from the residents' point of view alongside the key stakeholders' and then it's up to the steering committee to take it further.

In the absence of an auspice, other stakeholders spoke of how several organisations might offer support without taking the lead role.

> If feasibility indicates that it's a strong model and [we] can't identify those core people then as a group of organisations we need to make some decisions and can't abdicate our responsibilities. While traction in community is needed, it is incumbent on the organisations to see it through.

While the considerable contribution of local councils must be noted, they also tended to see the auspicing role as outside their mandate. One council respondent said that forming a business is a

new area for councils and alluded to issues of competition and conflict of interest. He added, however, that the prospect of community ownership generated excitement and a sense of togetherness. There was also a prevailing view among community members that they would be able to spread resources—for example a grant of $10,000 for capital works—further than the council could. This suggests either a lack of trust in council efficiency or the power of resident ownership as expressed through donations, 'in-kind' contributions from local suppliers, 'mates' rates' and pro bono trades work.

Resources

Resources were a key concern for stakeholders. These might be divided into human resources or capital, planning capital, the exploration of other funding sources, the role of leverage and procurement, and finally start-up capital.

Human resources

The issue of human resourcing follows on from the issues discussed concerning key stakeholders. Interviewees were typically leaders in their organisations, with demanding full-time jobs. Involvement in enterprise development is an 'add on' to what they already do. A few sites commented that getting these busy people to a meeting, even only once every six weeks, was a considerable undertaking. Several commented on a high turnover of working group participants. This combined with inconsistent meeting attendance had slowed progress. Further evidence of this time-poverty came from the interviewees who said they did not read the CEDI bulletin, had done no more than flick through the resource kit and had neither the time nor the money to attend conferences.

> The working group participants are extremely busy and have to be across a range of things.

> [I'm] trying to start up enterprise on top of whole other job.

One of the main messages from sites was the need to fund a project manager position to drive the enterprise. This person would establish networks, write grant applications, feasibility studies and business plans. They would procure contracts, start-up funds, source necessary infrastructure and equipment and ensure that regulations were met. In this respect, they would complete some of the tasks that consultants would otherwise complete. In the final stages of enterprise development they might even become the enterprise manager.

Related issues were the need to focus resources on other community needs, such as drought and bushfire support. A potential hazard for NR sites was dependence on individual staff members: at one site with the resignation of the employment and learning coordinator, plans for a community enterprise stalled.

A second issue involved skill gaps. Overall, enterprise stakeholders were highly skilled professionals. Occupationally, there was a good representation from the community development, employment and the adult education sectors. However, under-represented were people with business, marketing skills and industry-specific skills such as hospitality, horticulture or retail.

Planning capital

The majority of sites raised issues about planning capital. Overall key stakeholders felt there was a lack of clarity about the funding process through the DPCD, the timeline for receipt of grants and their amount. In their opinion, this had a negative impact on the planning and progression of enterprises. A slightly different perspective was that this allowed a 'cooling off period' for further reflection on the feasibility of planned enterprises.

Exploration of other funding sources

Many sites had explored additional funding sources. These included:

- local council grants
- Department of Human Services grants
- Department of Family and Community Services
- VicHealth
- Bendigo Bank grants
- Rotary fundraising scheme (in which all money raised goes to the stakeholder that will house the enterprise)
- Open Gardens scheme grant
- Commonwealth Water Grant (for water recycling and tanks)
- Work for the Dole program
- philanthropic trusts and foundations.

At the time of interview, some were still waiting to hear of the outcomes of the DPCD funding process. Existing community education or neighbourhood house stakeholders seemed to experience greater success in attracting grants, possibly because they have more experience in these processes.

Leverage and procurement

Key stakeholders were asked about the role of leverage: Increased bargaining power and momentum brought about by the collaboration of several stakeholders organisations. Possibly because many sites are still in the enterprise concept stages, a couple spoke of the significance of different stakeholder groups coming to the table.

> With the agency stakeholders and contributors to the workshops, they are encouraged by seeing the other agencies there. Generating enough interest to get them there and get them back. If they can see that that university is interested, then I'm interested … because I know they've got other things going on that I might want to be involved in as well. If [there is a] meeting and one or two agencies turn up, what would they come back for? Everyone wants something out of it.

One site said they had council support via the provision of buildings and if the local school was able to be brought in, this could then attract VCAL money which could assist with renovation and the provision of trainers.

While the notion of leverage was not highly developed, two sites spoke about the role of contract procurement. One Neighbourhood Renewal site said that its relationship with the Office of Housing had been the foundation for the enterprise. In addition, they had obtained some local council work:

> The model is around using Office of Housing contracts then stepping out so as to compete in the open market for work. Without that, enterprise would not be working.

They had gained a commitment from a large local council for future work. Although this enterprise has not officially started, the council has already sought help on a project.

Another site, which had not yet procured a council contract, spoke of reluctance among council where enterprise was a 'new way of operating' that required appeals to 'social conscience'.

An issue, particularly for retail enterprises, is that they have high set-up costs in terms of infrastructure, stock and wages with no guarantee of sales. By comparison, contract work provides a steady income stream, often with lower set-up costs. Café and catering enterprises particularly

were trying to link with councils to provide their catering but even these smaller agreements could not be expected to provide the security of (for instance) a large cleaning contract.

Start-up capital

Many sites worried about obtaining sufficient start-up capital. Some stakeholder organisations could lend their own infrastructure to the enterprise or gain access to low rent facilities (often belonging to councils). However, these generally required substantial renovation or expansion, not just to be feasible workspaces but to meet regulatory demands. The changes included doubling the size of a kitchen, adapting sheds into recycling hubs or boat repair factories. Another rural site reported losing stock when stage four water restrictions were implemented and only being able to continue once funding for water recycling infrastructure had been obtained.

Others said they lacked the basic equipment needed: vehicles, trailers, tools and refrigerators.

Several sites had such substantial start-up demands that they needed to develop a model that minimised costs. 'Starting small' was the catchphrase. One enterprise started and another will soon start from a simple market stall. Another was planning a delivery service with a one-day turnaround to reduce storage and refrigeration costs. A boat maintenance enterprise was hoping to start with just one donated boat for trainees to work on. One inner city site which had struggled to advance its concept of a carwash finally abandoned the idea in favour growing a café out of a simple coffee cart.

Other issues

Consultants

The use of consultants was an issue raised by a couple of sites. One use of the DPCD planning dollars was to engage consultants to conduct feasibility and business planning. Concern surrounded:

- the cost of engaging consultants, one charging $40,000
- consultants' business expertise but lack of experience in community enterprise
- enterprise stakeholders' lack of knowledge about what feasibility and business plans ought to look like e.g. criteria, page length, etc.

One suggestion was that CEDI provide a list of recommended consultants.

Long-term viability

A number of sites were concerned about the sustainability of enterprises. Some areas had seen successive waves of projects which raised community expectations but did not deliver. Many stakeholders were concerned about managing expectations. This was linked closely with the realisation that they could not compete with mainstream markets. While some did not aim to compete anyway, the need to at least make a profit was linked to the long-term viability of the enterprise.

> The main thing is doing the homework and getting people prepared to buy in—your customers. You'll only get so far on the charity bent. You really need to treat it like a business and treat it like your livelihood is going to depend on it.

One stakeholder commented that they were trying to do multiple jobs: re-integrate young offenders, provide training and employment and operate a business as well. The multiple aims of community enterprise can be very hard on already taxed community workers.

Site management

Independent entity

One enterprise established itself as an independent entity (a non-trading, not-for-profit community cooperative) to ensure it continued beyond the NR program period. The site recruited a board of handpicked experts in critical areas like business, council, the building industry etc. The second stage was then to identify local community members with similar expertise to succeed the current board.

Another site aims also to become an independent entity in order to overcome the current limitations of being managed by the council. This separation from council and prospect of greater community ownership has generated considerable interest and enthusiasm in the community.

At least one other site is seriously pursuing this option, mainly because local agencies lack the willingness or capacity to become auspices. In this instance, becoming an independent entity is being explored more as a last resort.

Other challenges

Program timeline

The program and assistance offered by BSL CEDI staff did not always match the timeframes on the ground. One site said CEDI staff were offering help with planning when in fact, the enterprise was two months away from trading. More typically though, sites felt rushed to take advantage of the CEDI support (both human and financial), which was on offer for a limited time, i.e. the 2006–2007 program. One NR site commented that it would have been more beneficial had the support been offered in January 2008. Sites were quick to note that this was not the BSL CEDI staff's fault: it was just that the NR and CR programs and their initial community engagement stages needed to be underway before community enterprise could be pursued.

> Like with a lot of projects, we've inherited a timetable that is not necessarily responsive to what the needs of the community are.

Competitiveness

Another challenge was that sites recognised that they would not be competitive in a mainstream market. A few sites noted that this meant they relied on the sympathy of contract providers or by the general public, wanting to support local enterprise with a social purpose.

Benefits and achievements to date

Recognition

The award of DPCD grants was often noted as a key achievement by organisational stakeholders. Aside from the need for planning funds, part of the achievement was official government recognition for what they were trying to do.

Effective use of the press also played a role according to several enterprises with one describing the positive impact of two feature stories run by their local paper.

Synergy development

The identification of synergies between the programs and resources of the stakeholder groups was considered critical. To provide one example of how this worked, stakeholders planning a food enterprise had linked with a community garden, a Neighbourhood House and the local primary and secondary schools. They were also exploring potential links with training programs in horticulture, health and cooking with the aim of serving a broad range of residents. Other identified areas for

expansion included seeking a contract to supply a nursing home or Meals on Wheels with fresh vegetables, or becoming the supplier for another enterprise such as an internet café.

Corporate social responsibility (CSR)

Although CSR has been of benefit to planned enterprises, this is an area of great potential that requires further exploration. One enterprise listed as one of their achievements 'educating a for-profit business on the social benefits of models like the enterprise'. They felt that community enterprise was something that mainstream corporations had not yet considered.

A couple of other sites said that people might choose community enterprise over 'for-profit' business for work they need done because, it gives disadvantaged people an opportunity. Another believed that social conscience might lead people to support their café.

Lessons

Sites were asked to reflect on their experience so far with respect to what they had learned. The key questions were: 'What they would do differently with the benefit of hindsight?' And: 'What advice would you give to someone who was planning to start a community enterprise?'

Planning

Six sites emphasised the importance of thorough initial planning. This involved doing a lot of research and community consultation in order to ensure feasibility and business viability. It is important to have a plan and stick to it. One site emphasised how important it was to ensure you had adequate infrastructure is set up before starting to avoid major setbacks—for example, loss of stock due to lack of water tanks.

Community support

Four sites spoke in more detail about building community support and how enterprise must be a 'bottom-up' initiative rather than 'top-down'. At the most basic level this concerns community information and support, which if nothing else reduces vandalism of community buildings and equipment. At a higher level it involves seeking community ownership and identifying several key people in the community to take greater responsibility.

> You need to have someone who is a visionary, someone who is a practical person, someone who follows orders really well, someone who has leadership skills. You need a number of different people to support it.

Networks

Three sites highlighted the role of key organisational contacts, for example people within organisations to provide links to substantial contracts or professionals with different skills.

> Work hard at getting the right people at the table, if you do it will go a lot quicker and better. Sometimes the right people are not the obvious people.

Core working group

To manage multiple stakeholder a suggestion was: 'Have a core group working. Too many people managing agendas and ideas can be slow'.

BSL CEDI staff

Sites were asked to comment on their interaction with the BSL CEDI workers. These two workers were assigned a case load and each worked slightly differently with sites.

Role

Interviews indicated CEDI workers assisted in a range of ways:

Education: Workers 'planted the seed' by providing both in-person and documented information about community enterprise. They explained how community enterprise could be done and provided case studies. They ran community information sessions and workshops or engaged a specialist organisation to do them.

Links/networks: Workers provided links to existing enterprises and even arranged field trips to similar enterprises, for example, cafés. One site said they were introduced to pro bono legal and interior design services.

Advocacy: Workers met with stakeholder committees of management and 'sold the idea to them'. They also used their influence to involve others such as financial institutions, Job Network providers, DPCD, local councils and MPs. Several key stakeholders emphasised that the BSL's reputation and experience brought considerable 'clout' to negotiations.

Feasibility: One worker conducted feasibility work for several enterprises. This involved: gathering and analysing relevant information, conducting local research and report writing. This support was greatly valued:

> We had this grand vision and passion and all that but it became really clear earlier on in the year that we didn't have what was required to make it happen ... Even though we run our own businesses we didn't have the time and the expertise that we needed.

Support: Sites commented that the BSL worker brought passion and enthusiasm. Others said that as an independent voice, workers brought greater objectivity and a 'voice of reason' to the planning table. This support and advisory role was appreciated.

Facilitation: Workers set meeting dates, agendas, chaired meetings. Several key stakeholders involved in planning sites said that their CEDI worker was available and quick to answer queries. 'She facilitated the process from day one right through until now'.

A few respondents commented that enterprise development was on top of their already busy jobs so it was great to be able to draw on a worker assigned to this area.

Possible improvements

Most sites were extremely appreciative of CEDI worker input, and few constructive criticisms were offered.

As noted, the two CEDI workers operated slightly differently. This was in part because one worker was assigned fully to case work, and the second to case work, preparing the resource kit and organising the conference. Consequently, sites assigned this second worker commented that particularly in the three months prior to the launch of the resource kit and the conference, they had little or no contact with this worker. The criticism was not directed at the worker, several sites saying she used her time appropriately and that both resource kit and conference were great resources. Instead, it was commented that the program funding was 'spread pretty thin' and care was needed so workloads permitted proper engagement with sites.

One site described the program as too 'process-driven', by which they meant it was too rigidly structured and focused on meeting planning benchmarks which they felt undervalued work that had already been undertaken. For example, while previous business plans were insufficient it was felt that these still provided a base.

BSL CEDI networking activities

A few sites said they either did not get the *Community Enterprise Connections* bulletin or only started getting it recently. Some said they didn't have time to read it or read the odd article only when the CEDI worker brought it to their attention. Other comments were that it was interesting, useful and 'inspires you to get thinking'. However, one person noted that it was a bit like 'preaching to the converted' and it was important to get the message out further.

From those who had received the resource kit (by attending the conference), the feedback was positive. However, it was clear that many had either not read it or only glanced at it.

Feedback on the two-day conference was overwhelmingly affirmative. Several people commented on the conference's educative function. The case studies and stories were a source of inspiration although two people said these did not match their perception of what a community enterprise ought to be. This was probably because a wide range of case studies and stories were shared, and some of these were quite removed from place-based initiatives for disadvantaged persons.

The main positive, however, was the networking function of the conference. Most sites said they developed important contacts with other enterprises and groups. Some listed the people they met, often developing similar enterprises (e.g. cafés) saying they wished they had met sooner. Others noted that they had established important contacts, for example with employees at peak bodies and with politicians. One rural site said they met with other groups from their region and now planned to meet regularly to share ideas and possibly develop formal partnerships between enterprises.

Relatively few constructive criticisms were made about the conference aside from the odd session not working as well. One site felt the cost meant that representatives from other enterprises would have been unable to attend. Of two respondents that did not attend, one was owing to a lack of time and the other to late receipt of planning funds.

Other assistance

Sites were asked if the BSL CEDI program could offer other support. Suggestions included:

- a website with a chat room facility or blog
- advertising space on the website
- case studies by type of enterprise e.g. café, fresh food
- more information about business plans
- a list of reputable feasibility and business planning consultants
- a list of pro bono services
- information about funding sources
- training events e.g. on leadership, marketing
- mentors from the appropriate industry
- ongoing support from staff and troubleshooting in key areas e.g. marketing

Sector

Sites were also asked to identify some broader needs from the sector. Responses could be grouped in three categories:

Resourcing

- funding sources, for example, for start-up capital
- human resources e.g. difficulty in getting enough staff with the right skills

- equipment, tools, repair and replacement money
- information on different models

Support services
- cost-benefit analysis
- assistance with marketing and volunteer recruitment
- assistance with running a campaign with the message, 'try your local community enterprise'

Network
- a one-day conference to showcase Victorian enterprises
- information about the development progress of other enterprises
- meetings, perhaps twice a year
- a regional network.

Summary

Site interviews indicated the importance of local knowledge such as that gained through consultation, and responding to a community need. While the rewards were evident, attaining high levels of community participation and ownership was a slow and onerous process. Strategies for engaging and establishing collaborative links with the business sector were less evident and are an area that needs to be addressed.

Synergy between the mission and programs of stakeholder organisations and enterprise emerged as essential for involvement. At a pragmatic level, synergy meant that stakeholders brought key assets (programs, infrastructure and staff expertise) to the enterprise which in turn brought clients to their existing programs. However, challenges included negotiating different agendas, dividing up and documenting tasks and responsibilities. Also highlighted was the importance of identifying a lead agency or, failing that, an alternative approach.

Human resourcing was an issue, with stakeholders struggling to develop enterprises on top of already heavy workloads. Skill deficits were also a problem, with stakeholders possessing high levels of community and education expertise but low levels of business and industry specific expertise. Financial resourcing was another issue: sites experienced difficulty in gaining procurement contracts and others seeking sustainability in industries not based on contract work. Greater clarity was needed in the planning grant application process while a critical concern was access to start-up capital.

Feedback on CEDI staff was largely positive with many sites praising their enterprise development roles, which included offering community education and advocacy, creating links and networks, conducting feasibility studies, acting as facilitators and negotiators and providing personal support. A constructive criticism concerned the stretching of BSL resources; and the structure of the program and its timeframe did not suit everyone.

Finally, the need to develop a community enterprise sector organisation to provide longer term support, resources, communication and networking tools was highlighted.

Management interviews

From a management perspective, the focus of the 2006–07 CEDI program was on building the capacity for community enterprise in Victoria. Interviews with staff indicated the main areas of activity were:

Network development

- Distributing a quarterly bulletin
- Offering a workshop
- Organising a two-day conference
- Developing a website.

Knowledge base

- Developing expert knowledge
- Developing resources
- Collaborating with academics and on broader research projects
- Exploring funding pathways.

Facilitation

- Supporting enterprises established in the 2005 program
- Facilitating the development of new enterprises
- Providing information and advice

The CEDI project draws from the expertise of an Advisory Committee which acts as a think tank on community enterprise. The committee includes representatives from academia, welfare and service providers, philanthropic bodies and two Victorian government departments.

Network development

Bulletin

Volume one of the quarterly *Community Enterprise Connections* bulletin was published in January 2007. The bulletin is distributed via email, currently to approximately 325 contacts. Typical content includes case studies of Victorian community enterprise, summaries of academic research on community enterprise, facts and figures, links to Australian and international community enterprise groups and news of upcoming events. The CEDI staff member responsible for the bulletin described its purpose as awareness raising that would 'give people a sense that something is happening in the space'. It was to provide stories relevant to people's experience and serve as a 'passive form of networking'.

Workshop and conference

Only one workshop was held for multiple enterprise sites and four enterprises from the 2005 pilot program attended. Staff had mixed views about the workshop, one person saying that it felt 'forced' while another thought they had been effective in facilitating a conversation and exploring some key issues for community enterprise. While there was interest in further workshops, a combination of distance and conflicting timetables prevented this from occurring.

The CEDI staff instead shifted their focus to hosting a large two-day conference, 28–29 August, 2007. The conference had the multiple objectives of educating and advocating the role of community enterprise to government, community organisations and corporations, providing case studies and 'how to' information for practitioners, and, particularly, providing opportunities to

network and enhance collaboration. An additional aim was to commence a scoping exercise examining the requirements for a potential community enterprise sector organisation. The conference program included prominent guest speakers as well as workshops and forums by government, corporate and community organisations that are engaging in community enterprise.

Successes from a CEDI staff perspective were:

- attracting keynote speakers like Peter Batchelor, Victorian Minister for Community Development; John Pearce, a community enterprise expert from the UK; and Jill Jordan, a community economic and cultural development facilitator from the Queensland town of Maleny
- numbers attending (approximately 150)
- diversity of representation e.g. levels of government, community organisations, corporates, interested residents, students
- retained attendance with people staying for the whole two days
- the level of energy and inquisitiveness: 'A lot of people were putting their toe in the water.'

Lessons and challenges concerned:

- administrative procedures. This was CEDI's first experience of hosting a large conference
- promotion. Even wider publicity could have been beneficial.
- allowing more time for discussion and questions
- addressing such a broad audience and their different interests
- confusion about the BSL's role, whether as facilitator or leader. This related to avoiding coming in as a big organisation (which can be off-putting), yet sharing the BSL's experience.

In future CEDI staff would like to hold industry-specific events (for example, on café enterprises) as well as offer broad-based business training as part of network activities.

Website

An initial 'Community Enterprise Connections' website was established primarily as a tool for conference registrations (http://www.communityenterprise.org.au). The website was further developed after the conference to include the information about community enterprise, the conference and links to other organisations.

Knowledge base

Research and expertise

During the pilot and the past 2 years, CEDI staff have built a substantial knowledge and skills base. Development workers have conducted research based on the enterprise concepts of the sites they work with, for example, fruit and vegetables, cafés, recycling. They have compiled case studies for particular sites or for their bulletin. They have also explored potential avenues for funding and finance, trying to match sites as appropriate. CEDI workers have helped with funding applications, terms of reference and even feasibility studies.

Resource kit

A major focus was the publication of a Community Enterprise Resource Kit made up of three components:

- *Introduction to Community Enterprise* (BSL 2007) is reference material that defines community enterprise, explains its purpose and provides a broad background to its history and development

- *Community Enterprise across Victoria* (BSL 2007) is a DVD that includes segments by key government, community and corporate leaders about community enterprise, in addition to case studies from around Victoria
- *Community Enterprise Workbook* (Dunn et al. 2007) which divides planning an enterprise into four stages, and provides advice and worksheets for each stage of the process.

The kit, funded by the DPCD, is available on the CEDI website as a free resource.

The CEDI staff member coordinating the resource said it was developed in response to the demand for an Australian resource on community enterprise, since there were few good resources internationally and none in Australia. The DVD serves a broader audience, while the introduction is intended for government and organisations new to community enterprise. The workbook is for those developing community enterprises and one of its purposes is to help the community sector to become familiar with business terminology, planning processes and 'speaking the right language'.

The CEDI manager commented that the task of creating the kit was larger than anticipated, which delayed its publication and reduced the investment in marketing. However future network events and training will further promote this resource.

Advisory committee and other academic research

CEDI has also provided a forum for discussing the issues facing community enterprise with representatives from senior levels of state and local government, the community sector and academia. According to the CEDI manager, this has created a 'platform' to explore pertinent issues and has provided a 'voice' in government. Funding and the role of philanthropic bodies is one of the issues explored.

The advisory committee has also led to the start of two research projects, one an Australian Research Council grant funded study exploring the role of local government in community enterprise, the other a project scoping the potential for a community enterprise sector.

CEDI staff have explored funding pathways and matched specific sites with funding sources such as philanthropic organisations and government grants. While exploring wider funding sources was an early objective, it soon became clear that borrowing from financial institutions was not a feasible option for lead agencies because of the associated risk.

Facilitation

2005 program pilot sites

Enterprises established in the 2005 pilot program are able to call upon CEDI staff for advice and links to other resources. Contacts received the quarterly bulletin, were invited to the workshop and many attended the conference. Updates are sought periodically.

However, the CEDI manager is also involved in the management of two of the sites, the Maidstone–Braybrook Gardening and Landscaping Enterprise and the Heathdale and Neighbours Community Shed (HANCS). Thus involvement in these sites is intensive and ongoing.

Developing new enterprises

The two CEDI workers assigned to the development of 17 new enterprises described their role as:

- demonstrating and advocating community education as a development tool.
- being an facilitator or catalyst 'casting the net, planting the seed, getting people to gather'
- helping stakeholders to recognise their assets and keeping them 'at the table'

- helping stakeholders assess local need, determine possible directions and choose a pathway
- helping stakeholders work out what they want to get out of an enterprise
- educating stakeholders in the complexity of the planning process and set-up stage preceding operations
- linking stakeholders to other sites and people in the sector

CEDI staff involvement varied, depending on the site and also on the workload of the staff member. However, it included things like:

- calling and facilitating meetings
- taking notes at meetings
- arranging concept development workshops
- arranging field trips to other enterprise sites
- writing funding applications
- providing links to pro bono professional services
- writing terms of reference for consultants
- providing personal support and counselling
- conflict resolution among stakeholder groups
- conducting feasibility studies

The breadth of the CEDI role was raised by both workers, as was the difficulty of withdrawing at the end of the process. One commented that:

> the tricky part is moving from driving to getting them to own it. For example, not calling the meetings but being invited to attend … [You need] to get things moving, get the right people around the table so you don't have to be there.

CEDI workers also received calls for information and advice from community enterprises outside of the CEDI program. While they provided some support, program guidelines and resources prevented fully embracing these groups within the development program.

Key success factors

CEDI staff were asked to identify some success factors in setting up enterprises. These included:

Capacity building
- developing new partnerships between agencies and local government. This has built the social capital of particular communities. It has also enhanced the political influence of groups whose efforts were previously disconnected, for example from council, as well as raising the profile of their enterprise concept.
- assisting stakeholders to engage in more rigorous planning and feasibility studies of new initiatives. This level of planning was seen as lacking in community development by CEDI workers; and stakeholders saw it as a positive aspect of the CEDI program.

Stakeholder organisations
- finding stakeholders that are passionate about community enterprise and who recognise the benefits for their core business and target clients
- identifying a lead/auspice agency to drive the project or be the 'project champion' and that can invest in-kind support.

Human resources

- involving people who bring different types of expertise to the enterprise and have the capacity to make business decisions.
- having a skilled development officer who is a visionary, understands the 'bigger picture' (e.g. inviting key politicians to events) and at the same time understands the 'nitty gritty' of their enterprise.

Income and stability through contract procurement

The procurement of large contracts 'provides a degree of comfort' to enterprises because it secures an income for a set number of people for a set period. By comparison, a council agreement to use a café's services does not even guarantee one full-time wage. These types of enterprise need to 'start small'. While community enterprise cannot compete with the corporate sector, the considerable purchasing power of the community sector 'ought to be acknowledged and utilised'. In this regard, the BSL as a large, well-established not-for-profit organisation can assist smaller, less established community organisations.

Challenges

CEDI workers listed a range of challenges and issues for community enterprise.

Clear objectives

One CEDI worker commented that sites needed to be clear on their objectives.

> If community participation is the main one, then using volunteers should not be an issue because the main objective is not employment, and people shouldn't feel bad about that.

Business orientation

At the same time workers were concerned that many enterprise concepts were not sufficiently 'business-orientated', would generate few employment opportunities and faced major sustainability challenges. More specifically, too many were based in the highly competitive café and catering industry. It was felt that business experts would be better placed to identify untapped markets and create an Ideas Bank from which stakeholders could choose a more feasible concept.

Business links

CEDI staff commented that it has been difficult to establish links with local business. They had contacted a range of associations such as chambers of commerce and local traders' associations. However, these groups require clearly defined roles and tasks before they will assist. This does not fit well with the much more organic evolution of community enterprise concepts.

While some sites have been more successful in bringing business representatives onto their committees, CEDI staff acknowledge that this is an area that they need to develop. One possibility is that the growth of corporate social responsibility may result in greater interaction between the community and business sectors. There is a need to challenge the notion that community enterprise is a kind of charity and instead promote it as a worthwhile social investment.

The CEDI manager noted that in the future it would be helpful to establish a Business Advisory Committee, possibly as an offshoot of the broader Advisory Committee. This group would bring much needed business and employment expertise, from groups such as accountants, employment agencies, local business associations.

Contract procurement

Contract procurement is both a challenge and an area of great potential. The CEDI manager noted that if local, state and Australian governments implemented policies by which a percentage of their contracts were assigned to community enterprise, this would expand the sector exponentially. The

same potential applies for the corporate sector which may implement such a policy as part of its CSR framework.

The CEDI manager also noted that the needs of contract driven and non-contract enterprises differed considerably and that programs need to account for this. The former experience a fast start-up, have lower risks and tend to be more sustainable. By comparison, enterprises without contract work tend to be slower to develop, have higher set-up costs and find it harder to achieve sustainability.

Engagement process

CEDI workers commented on the long engagement process with communities. There is no single formula for working with sites and stakeholders have to be willing for it to be 'messy' and to 'muddle through'.

An added difficulty was the 'top-down' approach used to select community enterprise locations. This meant that some chosen locations lacked the drive or capacity. As a result the intensive groundwork required absorbed a substantial part of the program's resources. At the same time other locations that were not chosen but wanted assistance could not be included in the program.

Stakeholders

Some local agencies may be keen and willing but lack appropriate knowledge and skills. Additionally, site committees have at times experienced a high turnover of staff which delays the planning process.

DPCD funding

A number of issues concerning DPCD funding arose.

In the 2005 pilot program, the funding model allocated each site $15,000 in 'seeding funds' of which one-third was allocated to the feasibility study, one-third to the business plan and one-third to start-up costs. Some of this money was contributed by the BSL which also administered its distribution. One criticism of this model by the DPCD was that it created a 'grantor–grantee' relationship between the BSL and the sites which it was working with.

In the 2006–07 program, the BSL was funded to develop 15 new enterprises. However, only four of these involved NR sites and at all of these locations, NR was a new program. Cold canvassing was required to locate key players and ideas. Likewise, local organisations and infrastructure were sometimes less developed. As a result, more funds needed to be invested into community engagement and planning money was sought from the DPCD Community Grants Scheme.

Drawbacks of this funding method, compared with the 2005 model, were that:

- funding was allocated solely to planning leaving nothing for start-up costs
- sites were applying for up to $50,000 to cover feasibility and business planning costs when such plans could be obtained with less expenditure
- the cost relative to the benefit of these plans caused anxiety
- the use of outside consultants to developing plans does not benefit the community in the longer term in the way that training a local person would
- lack of allocated start-up funds has put some sites in a difficult position, demanding 'creative solutions'
- there was a lack of clarity at site level about funding timelines, some viewing this as impeding progress. CEDI staff saw a positive in extra time for planning.

Lessons

CEDI staff were asked to reflect on what they had learned. The following points were made:

Site selection

Future programs be demand-driven and include communities that self-identify rather than trying to impose the program on communities that are not ready: '[We] need people on the ground ready, educated motivated people who are in the right space to think about it'.

Timelines

Different gestation periods of enterprises should be recognised through a program that is not time-based but rather outcomes based.

Program description

A clearer explanation of program aims and available support should be provided to sites in writing

Program format

A future program should allow more time for education and awareness raising. However, a set time period should be established for this process. One suggestion was that CEDI workers hold a workshop covering the scope of the project, the process and to review the documents. The onus would then be on sites to organise and re-establish contact when they are ready.

Training

There should be a return to more formal training based on the four stages of enterprise development. In the 2005 pilot program stakeholders were required to attend a number of formal workshops before applying for planning funds.

Exit points

After initial information and planning sessions, stakeholders should be provided with a cooling off period or exit point. The 2006–07 program did not provide this in a formal way and it was considered important for organisations that decided community enterprise was not feasible.

Networking

There is a need for greater links to business groups and establish well-connected, local advisory committees.

Funding

Funding should be divided into separate planning and start-up grants.

Succession planning

Develop a plan for handing the enterprise back to the community and stepping back. AMES commented that they see a role for a sector the BSL to develop comprehensive sustainability indicators that identify the signs that people are ready for a handover.

Sector

CEDI staff felt there was a need for a sector organisation.

Summary

The management interviews indicated that the community enterprise networking activities were a key objective for the 2006–07 program. The conference was considered particularly successful, with prominent speakers and case studies raising the profile of community enterprise and attendee

networking offering the promise of new collaborative links. The community resource kit answered a previously unmet demand in Australia for information in this area.

The interviews highlighted the growth of 'knowledge' capital in the community enterprise area as a consequence of the growth of BSL CEDI worker expertise and the academic research projects sparked by the CEDI advisory committee.

The other major program focus was the development of 17 new community enterprise sites, CEDI workers assuming many and varied roles in fostering their growth. The key success factors in enterprise development, according to CEDI staff, included bringing the right stakeholder organisations to the table, accessing people across a range of skill areas and procuring contracts. However, procuring contracts was also a challenge as were establishing business links, site selection and the length of the engagement process, stakeholder capacity and the provision of planning funds.

Worker reflections on lessons learned highlighted the need for a more structured and well-documented program outline with a timeframe for withdrawal; recognition of community readiness for enterprise and the impact this has on the planning process; and for greater networking with business and sector development.

Network survey

The Network Impact Survey was sent to 141 conference attendees. These did not include speakers or conference organisers. Two reminders were sent to increase the response rate. Forty-one responses were received, a return rate of 29 per cent.

Research fatigue is a likely cause for the lower than expected response rate. Attendees were asked to complete two other surveys during the conference: a traditional conference survey asking for comments on the speakers and morning teas, etc, and a survey to ascertain the need for a professional association or clearing house for community enterprise, conducted by the Department of Political Science, Criminology and Sociology at University of Melbourne. In addition, CEDI site representatives from both the 2005 and current program were asked to complete site surveys.

Respondent profile

Females were over-represented, making up 72 per cent of survey responses. Two-thirds of respondents were aged 30–49 and few were under 20 (7.5%). Respondents represented:

- a community organisation (37.5%)
- a lead agency that operates a community enterprise (22.5%)
- government (12.5%)
- a university (10%)
- their local community (7.5%)
- business (5%), and
- some other organisation (5%)

When asked why they attended the conference, half said that their organisation was involved in delivering a community enterprise, and almost one-fifth that their organisation was interested in becoming involved.

Conference content

The survey asked people to rate a number of aspects of the community enterprise conference in terms of a) how important was it that the conference provide this and b) how well did the conference perform (see Figure 4.5).

Respondents considered that it was extremely important or important that the conference provide most of the things on the list. Based on mean ratings, the top three items of importance were:

- case studies or examples of community enterprise
- opportunities to make contacts or network with other practitioners in the field
- a chance to share experiences with other practitioners.

In terms of performance, these same three items had the highest mean ratings. This indicates a correspondence between what people considered important and what the conference delivered. Similarly, the areas considered less important (offer supportive, work-based friendships and stimulate new research or community enterprise projects) were also rated lower for performance. The latter area also showed the greatest discrepancy between what people considered important and the conference performance.

Figure 4.5 Community enterprise conference: expectations versus performance
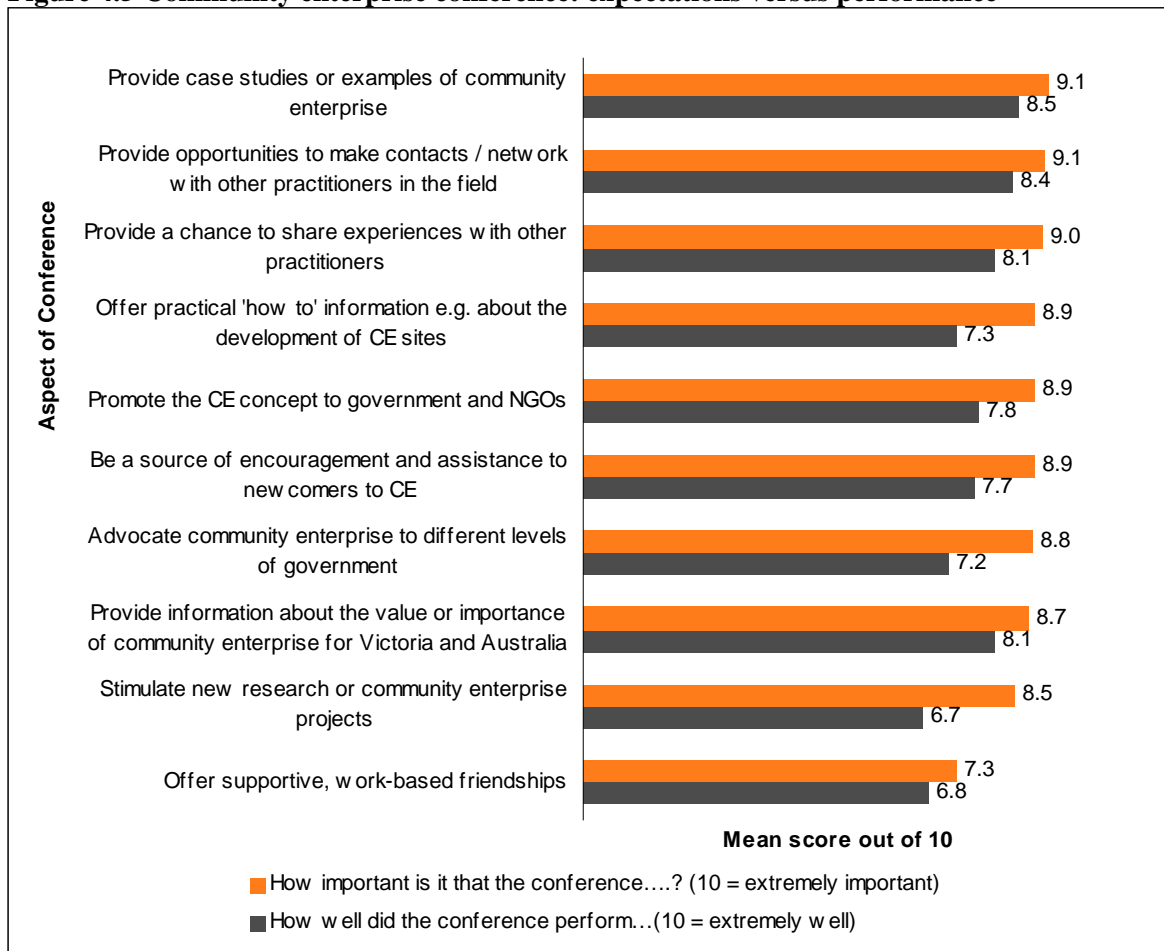
Source: Network Impact Survey, conducted September–November 2007

Conference impact

The survey asked people about the types of action they had taken since the conference. (Note that those who skipped the question or marked it not applicable have been excluded from this analysis.)

Information

- All respondents had reported key information back to their organisation or community.
- A high proportion said they had referred back to their notes from conference sessions (88%).
- A high proportion said they had looked at the kit, 'Stronger Communities: Making it our business' (introduction, DVD, workbook) (93%).
- Around six in every ten had used the kit in a more substantial way (e.g. completed a worksheet, showed the DVD, read in some detail).

Communications

Since the conference, 43% of respondents had called a CEDI worker.

Networking

- Since the conference, 64% of respondents said they had called someone they met at the conference for work purposes.
- Some 43% of respondents had arranged a meeting with someone they met at the conference for work purposes.
- One-quarter had arranged a meeting with several people from the conference for work purposes.

Other
- Three-quarters of respondents said they had tried to promote an idea from the conference within their community.
- Almost nine in ten had tried to promote an idea with their organisation.
- Two-thirds had tried to promote an idea with their working group or advisory committee.
- Almost 60% had tried to promote an idea to a government agency.

Network initiatives

The survey asked people to rate the usefulness of Community Enterprise Development Initiative resources or activities (on a scale 0–10, from 1=not at all useful to 10=extremely useful). The average scores were:
- conference 8.6
- resource kit 8.1
- bulletin 6.9.

Expanded services

The survey asked people to rate out of ten how useful a range of expanded services would be. Below is a list of the items ordered by mean ratings of usefulness:
- mentoring program for new enterprises (8.6)
- publication of a network directory (8.4)
- a website (8.4)
- professional development workshops (8.1)
- regional network meetings (7.9)
- additional resources e.g. publications, DVDs (7.8)
- online discussion forum (7.4)

Other comments

The post conference network survey indicated that the conference was well-received. Nine respondents wrote broad, positive comments about the conference, expressions of appreciation to the BSL and of interest in future conferences and or workshop opportunities. Another comment was that the conference had been a source of ideas for their peak body or lobby organisation (from another state). Ninety-five percent of respondents said they would be interested in attending a future conference on community enterprise.

Three criticisms or suggestions were made: one person felt the cost of the conference excluded community members. The other two wished there had been more opportunity for discussion about working in disadvantaged communities in terms of the barriers, lessons and on how to develop a mixed network of investors from government, non government, corporate and financial sectors.

A number of positive comments were made about the development of a community enterprise network and any opportunity to make contacts, such as through the conference, was welcome. The need for an independent body to support the further development of the sector in Australia is supported by this a recent sector scoping exercise initiated by a member of the CEDI advisory committee (Barraket unpub.). Overseas, and particularly in the UK, organisations with the purpose of regional and national social and community enterprise development have operated for many years. The key role for an Australian network would be to provide leadership and support so the sector could 'grow organically'. One person wrote rebutting concerns raised at the conference that larger organisations like the BSL would dominate:

> I think someone needs to take on the role of establishing the network and BSL is well placed, resourced and experienced to do this appropriately.

At the same time, however, the network needed to take into account the limited resources of those in the sector:

> Prefer contact to be low-volume and relevant. People are time-poor and [we] cannot expect many to contribute much time to network activities. [We need to] provide a range of contact and engagement options.

Summary

The survey indicated a high degree of satisfaction with the Community Enterprise Conference and that the two-day event generated a considerable amount of follow-up activity. Most respondents had referred to their notes and at least looked at the resource kit, while many had called or met with one or more other attendees and promoted ideas from the conference at meetings, within their organisation or community or to government. Almost all said they would attend another conference. The resource kit was also rated highly by respondents, the bulletin somewhat less so.

The survey indicated considerable demand for expanded community enterprise services such as mentoring, communication tools, educative workshops and networking opportunities and support for a more formal community enterprise network.

Case study: Community café, Richmond North

The Richmond Estate Action Group (REAG) is a group of local agencies and residents from the North Richmond public housing estate. REAG has established a working group to develop a community café enterprise. Key stakeholders in the project include the local residents, North Richmond Community Health Centre, Jesuit Social Services, Office of Housing, North Richmond Tenants Association and the City of Yarra. The Brotherhood of St Laurence CEDI worker facilitated meetings, agendas and minutes. She also assisted in the development of the successful grant application to the DPCD.

The community café is set up in a multi-purpose space on the ground floor of one of the high-rise towers on the North Richmond public housing estate. The idea is to create training and employment opportunities and a community hub where community members can meet and feel comfortable.

Turnover of stakeholders and engaging the community have been challenges for the project; and while there have been some significant achievements, progress has been slow. However, despite these challenges, hard work and perseverance have seen the concept progress.

Table 4.9 Facts & figures: Richmond North

Resources (to November 2007)	**Total**
DPCD grant	$35,000
Local council grant	$8,000
Lead agency: staff time, in-kind cost	$1,500
Lead agency: donation of table and chairs	$2,000
Other partners: staff time, in-kind cost	ns
Local church: volunteer time, in-kind cost	ns
Total (not including all in-kind costs)	$46,500
Expenditure	
Not applicable as yet. No figures provided	
	Financial year
Forecasts	**2007–08**
Paid employees (including trainees)	5
EFT positions	0.6
Volunteers	5
Persons that received vocational or accredited training	20
Income generated	$30,000
Percentage of profit of income generated	0%
Customers (annually)	4,800
Local competitors	20

Sources: CEDI survey of sites established in 2006-07, survey conducted September-October 2007; Consultation with CEDI site workers in November 2007.

Note: ns - not stated

5 Discussion

The findings provide considerable evidence that CEDI has been successful in building local capacity and assisting the development of community enterprise in Victoria. One of the most obvious outcomes is the development of 27 active enterprise projects, of which 13 are currently trading, and others due to commence in 2008. The CEDI program has also made a major contribution to raising the profile of community enterprise via networking activities. Since community enterprise is still in its early stages in Victoria, some substantial challenges lie ahead. This section brings together the evaluation findings and raises issues for further discussion and action.

BSL CEDI staff role

BSL CEDI staff played a key role in the development of sites in terms of providing education, information and resources; drawing together key stakeholders and identifying stakeholder assets, developing mutual goals and strategic plans; administrative, research and report writing; referral services and network support; and providing personal support and conflict resolution services.

Another aspect of the CEDI staff role was to raise the profile of community enterprise through network building initiatives such as the quarterly bulletin, producing a resource kit and holding a major conference. Site interviews and the Network Impact Survey indicated that these activities were quite successful and there was evidence that the conference continued to generate networking and a range of enterprise-related activities long after it came to a close.

However, some key challenges for the community enterprise area include the stretched resources of BSL CEDI program and the future provision of enterprise development and support given that the CEDI program concludes in March 2008 and future DPCD involvement is still under negotiation.

Models and context for community enterprise

The underlying aims of the different models of community enterprise (place-based and people-based approaches) are very similar: encouraging community engagement and providing training, volunteering or work for people facing significant barriers to employment. Both the AMES and SoFA programs contain an element of place, whether this was the location of particular ethic groups or forming social firms within a reasonable distance of independent living units for people with a disability (for more information refer to Appendix B).

It was too soon to draw strong conclusions about the way in which different contexts (in terms of the role of existing development programs like Neighbourhood and Community Renewal) had the potential to influence enterprise development. At 2006–07 enterprise sites, Neighbourhood Renewal and Community Renewal programs were new and only just becoming established. At this stage, obvious benefits were in terms of additional human resourcing, for instance through Early Learning Coordinators, investment in community engagement and consultation, critical networks with local community organisations and links with local and state government for procuring contracts. On the flip side, process-driven community consultation could slow enterprise planning and there was some reluctance to take on too much responsibility given NR's and CR's fixed timeframes. Similar issues were identified by CEDI workers when reflecting on the influence of Neighbourhood Renewal at enterprise sites established in 2005 (for more information refer to Appendix C).

Facts and figures

Initiatives commenced in 2005

- Ten out of 12 were operating enterprises by November 2007, but they varied significantly in the time taken to move from planning to operation.

- While the level of initial resourcing varied, sites drew on a wide range of funding sources and several procured contracts to sustain them in the medium term.

- Forecasts for the 2007–08 financial year indicated that the median or mid-sized enterprise established in the 2005 period will:

    o employ six equivalent full time (EFT) staff *(or between 0.5 and 13 equivalent full time positions)*

    o offer four volunteer positions *(up to 20)*

    o provide training to six people *(with enterprises training 0 to 20 people)*

    o receive an income of around $255,000 *(ranging from $2,500 to $1 million)*

    o work on a profit margin of 5% *(ranging from 0 to 30%)*

  Note: These figures should be treated with caution because they are based on the eight to nine sites that responded to these survey items and there seemed to be considerable variation in the method of assigning value to both resources and expenditure, which may affect financial outcomes.

Initiatives commenced in 2006–07

Initiatives commenced in the last two years varied considerably in the time required to move from planning into enterprise operation. A key factor was the need to firstly build the foundations for community enterprise via enhancing community awareness, engagement and skill levels. Given many sites had not yet opened for business, only a small amount of data was available. At the time of the October 2007 survey:

- 15 of the 17 new enterprise development sites had identified enterprise concepts with many in the business planning and pre-start-up stages, but only three had commenced operations.

- The median site resourcing (including financial and 'in-kind' contributions) was around $40,000, but sites varied considerably, from $16,000 to $85,000.

- Forecast figures for the 2007–08 financial year indicated that the median or mid-sized enterprise that commenced in the 2006–07 program will:

    o have 1 EFT staff member *(ranging from 0.5 to 15 full-time positions)*

    o offer 15 volunteer positions *(varying from 1 to 20)*

    o offer training to 15 people *(ranging from 0 to 80)*

    o draw an income of $50,000 *(ranging between $20,000 and $250,000)*

    o aim to 'break even' *(projected profit margins varying from 0 to 5%)*

  Note: These figures should be treated with caution because they are based on the 13 to 15 sites that responded to these survey items and there seemed to be considerable variation in the method of assigning value to both resources and expenditure, which may affect financial outcomes.

- Forecast figures are dependent on continuing support of enterprises by CEDI workers or their equivalent. This kind of ongoing assistance is still being negotiated with government and other partners.

Key findings

Interviews with enterprise stakeholders, BSL CEDI staff and network survey highlighted the following findings:

1. The critical but time-consuming nature of community consultation and engagement

Enterprise stakeholders emphasised the importance of consultation, local knowledge, understanding and responding to a perceived community need. However, while the rewards were evident, both they and CEDI staff emphasised that attaining high levels of community participation and ownership was a slow and onerous process.
[see recommendation 1]

2. The need for strategies to engage the business sector

Enterprise stakeholders (particularly those from NR programs) had community engagement strategies. However, strategies for engaging and establishing collaborative links with the business sector were less evident. The engagement of this sector, given its potential to contribute business expertise, is critical.
[see recommendations 5, 6, 12]

3. The importance of synergy and role clarity in stakeholder recruitment:

A key factor in enterprise development was 'getting the right people around the table'. A good fit, or synergy, between the mission and programs of stakeholder organisations and enterprise emerged as an important criterion for involvement. At a pragmatic level, synergy meant that stakeholders brought key assets (by way of programs, infrastructure and staff expertise) to the enterprise which, in turn, served the needs of their clients. However, challenges included negotiating the different agendas, assigning and documenting tasks and responsibilities. Also highlighted was the importance of identifying a lead agency or developing a contingency strategy when this was lacking.
[see recommendations 7, 8]

4. Limited allocated staff time and skill shortage areas

Human resources were an issue with lead agency staff and working group members struggling to develop enterprises on top of heavy workloads in their own organisations. Skill gaps were also a problem with stakeholders possessing high levels of community and education expertise but low levels of business and industry specific expertise. Enterprises need to be able to draw on a range of people with diverse skill sets.
[see recommendations 3, 4 and 6]

5. Financial resources: need for clear funding pathways in addition to strategies for achieving business sustainability

Financial resource issues included:

- the need for clearer guidelines in grant documentation and an application process with communicated timeframes for submissions and outcomes. This was related to the administrative, budget and planning requirements of stakeholder and development workers.

- the need for access to start-up capital as well as funding for infrastructure and equipment

- identifying economically sustainable business models and ability to negotiate the associated challenges—for example, within a social procurement model, sourcing and retaining contracts. For enterprises that were not driven by contract work, the issue was finding sustainable alternatives. Survey data showing considerable variation across enterprise annual income for 2006–07 and forecast income for 2007–08 is directly related to these issues.

[see recommendations 2, 9–12]

6. Program issues of clarifying eligibility criteria, structure and timeframes

The findings indicated a need for clearer, more structured documentation concerning the implementation of community enterprise development programs. Program guidelines need to include eligibility criteria that take into account community and key stakeholder organisations' readiness for enterprise. This is important given the impact that local capacity and preparedness has on the type of program required. CEDI staff indicated the need to develop a schedule for each program stage as well as a timeframe and process that allows development workers to 'step back'. [see recommendation 1]

7. Ongoing sector needs for knowledge building, networking and development support

The evaluation demonstrated the demand for ongoing support for enterprise development in Victoria. The following aspects of sector development were critical:

- Knowledge

  Stakeholder comments indicated that developing a community enterprise was a complex process. While the community enterprise resource kit met a demand for materials and was rated highly by survey respondents, the evaluation highlighted an ongoing need for knowledge and information. Similarly, while 'knowledge' capital has been built through CEDI worker expertise and advisory committee research projects, this knowledge base needs to be continually expanded.

- Opportunities for networking and information sharing

  Good attendance at the 2007 Community Enterprise Conference, high attendee satisfaction and the desire to attend another conference indicate a demand for networking and information opportunities. CEDI workers attribute conference success to high-profile speakers, case studies and networking opportunities which raised the profile of community enterprise and offered attendees the promise of forming new contacts and collaborative links. While the survey indicated that the two-day event generated considerable activity in the following period, in order to maintain this momentum, there needs to be an investment in future events.

- Enterprise development support

  Feedback about the role of CEDI workers was positive and accompanied by calls for this facilitation and intensive support to continue. There was also a demand for expanded community enterprise services such as mentoring, communication tools, educative workshops and networking opportunities. This feedback supports the need for the establishment of an independent body to support the sector.

[see recommendation 9]

Continuing progress

This evaluation represents a snapshot of the CEDI program and associated enterprise initiatives during September to November 2007. However, the last few months have been a period of rapid development, particularly for initiatives commenced in the 2006–07 program. Enterprise teams have honed their business concepts, coordinated feasibility studies and business plans. With the receipt of grant and other funding, many have moved closer to the start of operations. These additional developments would provide a longer term perspective on the outcomes of CEDI and would be well worth reporting in the future.

Case study: Glen Park Community Centre Café & Catering, Bayswater North

Figure 5.1 Glen Park Community Centre Café, Bayswater North

The Glen Park Community Centre (GPCC) offers a range of training and community engagement programs to Bayswater North which has been identified as a disadvantaged area. A Community Renewal Program was commenced in November 2006. The centre has an existing community café which provides socially isolated, disabled residents with affordable meals and a place to gather where they feel accepted. As such it is 'like a lifeline to some people'. The café is also used by adult education providers to give their students work-based training. However, the café's future is threatened as it has an uncertain funding base and is not financially self-sustaining.

Bayswater North straddles the municipalities of Maroondah and Knox; both councils are project stakeholders. Eastern Access Community Health is an additional stakeholder that has the potential to bring funding (through Work for the Dole) to employ a café supervisor. CEDI's contribution has been meeting facilitation and the preparation of agendas and minutes. The CEDI worker in collaboration with the GPCC manager and other staff, has developed a feasibility study as well as a funding application to a philanthropic organisation. She has also provided links to other café enterprises. The focus of the Bayswater North enterprise is to expand the existing café's hours and customers, as well as to add a catering service. In order to do this, a dedicated café supervisor is required and the kitchen needs to be doubled.

The expanded enterprise will not be operational for at least a year as it involves securing a large grant for major capital works.

Securing funding for the capital works is a pivotal aspect of the project, as are human resources. The GPCC manager already has a demanding full-time job and a business manager is needed. Another challenge is planning an enterprise that satisfies the differing missions and policy

objectives of diverse stakeholder groups. However a major achievement to date is the donation of a church hall and raising the $10,000 required for re-location costs. The initiative has also attracted significant financial support from the local Rotary Club.

Table 5.1 Facts & figures: Bayswater North

Forecasts	Financial year
	2007–08
Paid employees (including trainees)	1
EFT positions	0.8
Volunteers	8
Persons that received vocational or accredited training	10
Income generated	$90,000
Percentage of profit of income generated	0%
Customers (annually)	6,900
Local competitors	5

Sources: CEDI survey of sites established in 2006-07, survey conducted September-October 2007; Consultation with CEDI site workers in November 2007.

Note that as café expansion and the catering arm represent the 'new' enterprise, resourcing and expenditure for the existing café has not been provided. The catering arm is still in the planning stages and has not yet received funding.

6 Recommendations

The key recommendations emerging from this evaluation are grounded in, and focused on, the comparatively early developmental stage of community enterprise in Victoria. However, a number of areas need to be addressed in order to ensure that community enterprise continues to develop. A distinction has been made between recommendations concerned with sector development and those concerned with program development. Recommendations under each of the subcategories have been grouped by theme.

Program development

It is recommended that government departments and community organisations involved in the delivery of community enterprise development programs:

Program design

1. Establish clear program objectives and make the distinction between:
    a) Education and Capacity Building Programs designed to educate people about, and build the capacity for, CE. In this sort of program, disadvantaged communities would be identified by the program coordinators. The program would be more 'outreach' focused, concerned with establishing links between community groups. These programs would allow a longer time frame for developing an actual enterprise with 'graduating' key stakeholders entering the second type of program.
       and
    b) Intensive Development Programs that aim to assist self-identifying, well informed and prepared communities to develop community enterprise. This sort of program has a minimal investment in early education and outreach. It involves providing a fixed program for enterprise development and support over a defined period. Unlike in the former type of program, enterprise operation is the end goal.

While both are worthy objectives, their inclusion in the one program creates a tension between the activities and timeframes of different enterprises, makes management more complex and success harder to measure. Programs should therefore focus on one objective or the other, although a possibility would be to offer an introductory program and follow this with an accelerator program for those that meet key selection criteria.

Program resourcing

2. Create and clearly document a two-stage process for community enterprise funding, in which enterprises apply first for a 'planning grant' of a fixed amount and then for a 'start-up grant'. Documentation should also outline a range of funding sources for these two stages, for example, government, philanthropic and corporate.
3. Permit enterprises to use their planning grant to employ a part-time project manager to conduct planning activities in order to remove some of the burden from the already busy stakeholder organisations. Individuals appointed from the community sector should have some business expertise, and or be provided with a business mentor.
4. Offer grant funding specifically for the employment of local community enterprise development workers.

Professional support

5. Establish stronger links between community sector stakeholders and the business sector, for example via chambers of commerce, Rotary clubs and large corporations with strong corporate social responsibility agendas. One method would be to establish a business advisory committee or group, to act as a think tank identifying untapped markets and sustainable enterprise concepts, as well as work with government to identify and procure contracts.

6. Develop a mentoring program for enterprise staff and key stakeholders. Ideally each enterprise should have mentors from its own industry (for example, hospitality), and from the business sector generally.

Enterprise stakeholders

7. Create a Memorandum of Understanding for key stakeholders and document their agreed level of commitment and contribution for a set period, for example an organisation's budget cycle. This should occur during the first few months of enterprise development. The document's purpose is communication and information between the enterprise stakeholders. It will ensure clear lines of responsibility, help to identify missing resources and increase stakeholder confidence.

8. Establish and document a process for identifying a lead agency, with a contingency plan outlining different models where a lead is not available, for example, sharing roles and responsibilities between stakeholder organisations or establishing an independent entity.

Sector development

It is recommended that government in collaboration with other key organisational stakeholders, such as large community sector organisations and tertiary education institutions:

Sector organisation

9. Establish an independent body for the future development of the community enterprise sector. The organisational model adopted should allow for expansion from a state-level body into one that would function well at national or international levels. The purpose of this organisation is to contribute to the strategic development of community enterprise. This may include addressing some of the recommendations under program development and will:
    o advocate and raise the profile of community enterprise
    o communicate resources and information about sustainable models and best practice; and,
    o provide networking opportunities and a support service for developing enterprise initiatives.

   Basic services to be provided by a sector development organisation include:
    o A website containing information, events, links and a chat room for community enterprise. This could include a directory that allows community enterprises to upload their name, purpose and contact information.

    o A resource that lists government and philanthropic grants by type, with their focus / criteria for awarding grants. The resource should also include a checklist to help enterprises ascertain their eligibility.

    o A directory of recommended professionals for enterprise development including business planners, lawyers, architects, interior designers, occupational health and safety experts, research consultants.

Advocacy

10. Advocate greater Australian Government attention to, and investment in, community enterprise. While an interdepartmental approach is required involving social services and business departments, it is recommended that a Commonwealth department house a Community Enterprise Unit to ensure a coordinated effort.

11. Advocate at local, state and federal government levels a social procurement policy by which a percentage of contracts are dedicated to community and social enterprise.

12. Advocate to business associations involvement in community enterprise under a corporate social responsibility framework. A range of options should be presented—for example, cash investment, social procurement, support/mentoring, help in developing internal policy to employ disadvantaged groups, and help in converting businesses into community enterprises.

7 Appendices

Appendix A: 2006–07 enterprise sites

Key stakeholders at each enterprise initiative and BSL CEDI workers provided the information contained in this appendix via interviews and surveys. The information was current at the time of its collection, September–November 2007. Developments since that time may not be adequately captured in this appendix.

Note: Figures for resources include both actual and 'in-kind' estimates.

Rosebud

Commencement of engagement/planning: April 2006
Existing CD program: Rosebud West Community Renewal (effectively commenced September 2007)
Lead agency: Mornington Peninsula Youth Enterprises (MPYE)
Enterprise: Recycling
Purpose: Develop a sustainable waste recycling service to reduce waste to landfill, create supported training and job opportunities for people finding it difficult to gain employment and provide education to school students and the broader community on waste reduction strategies.
Status: Undertaking business planning
Resourcing to date (November 2007): $22,500

Predicted figures for 2007–08
Employees: 0.5 EFT
Volunteers: 20
Trainees: 10
Predicted income: $50,000
Predicted profit: 0%

Frankston

Commencement of engagement/planning: October 2006
Existing CD program: Community Renewal (commenced April 2007)
Lead agency: Yet to be determined
Enterprise: Fresh food enterprise
Purpose: Address food security and provide local employment by operating a community market selling fruit and vegetables.
Status: Undertaking business planning
Resourcing to date (November 2007): $55,000

Predicted Figures for 2008–09
Employees: 0.4 EFT
Volunteers: 20
Trainees: 15
Predicted income: $40,000
Predicted profit: 0%

Cranbourne

Commencement of engagement/planning: April 2006
Existing CD program: Cranbourne Community Plan
Lead agency: Turning Point Family Church
Enterprise: Room to Grow Community Garden
Purpose: Address food security issues in Cranbourne through production and community sales, horticulture training and employment opportunities. The garden and surrounds will additionally provide an area for community events.
Status: Undertaking business planning
Resourcing to date (November 2007): $30,000

Predicted figures for 2007–08
Employees: 1.0 EFT
Volunteers: 15
Trainees: 10
Predicted income: $30,000
Predicted profit: 0%

Hastings

Commencement of engagement/planning: January 2006
Existing CD program: Neighbourhood Renewal (Commenced 2006)
Lead agency: Salvation Army known as Peninsula Youth and Family Services (PYFS)
Enterprise: Western Port Training Enterprise
Purpose: A boat cleaning enterprise designed to provide entry into the engineering and marine manufacturing industry and, by doing so, develop career pathways into skill shortages areas
Status: Undertaking business planning
Resourcing to date (November 2007): $61,000

Predicted figures for 2007–08
Employees: 0.8 EFT
Volunteers: 20
Trainees: 15
Predicted income: $40,000
Predicted profit: 0%

Richmond North

Commencement of engagement/planning: April 2006
Existing CD program: Richmond Estate Action Group and City of Yarra have a consultant from Deakin University preparing a report entitled 'Community Planning & Capacity Building on the Richmond Public Housing Estate'.
Lead agency: North Richmond Community Health Centre
Enterprise: Community Café
Purpose: Community café to reduce social isolation, create pathways to employment and operate as a sustainable enterprise in the longer term.
Status: Pre start-up
Resourcing to date (November 2007): $46,500

Predicted figures for 2007–08
Employees: 0.6 EFT
Volunteers: 5
Trainees: 20
Predicted income: $30,000
Predicted profit: 0%

Maryborough

Commencement of engagement/planning: January 2007
Existing CD program: Project 2020, supported by the Chamber of Commerce
Lead agency: Goldfields Employment and Learning Centre
Enterprise: Cool Plants for Hot Spots
Purpose: Propagate and sell native drought resistant seeds and plants, providing landscaping and site assessment services. In addition it will provide employment and training opportunities Horticulture and Conservation and Land Management.
Status: Commenced trading April 2007
Resourcing to date (November 2007): $76,800

Predicted figures for 2007–08
Employees: 2 EFT
Volunteers: 20
Trainees: 20
Predicted income: $20,000
Predicted profit: 5%

Bayswater North

Commencement of engagement/planning: November 2006
Existing CD program: Community Renewal, in set-up phase
Lead agency: The Glen Park Community Centre
Enterprise: Café and catering
Purpose: Expand the current community café and add a catering service in order to provide an environment of inclusion and low-cost meals to disadvantaged residents, provide a gathering place and training opportunities through Adult Community Education programs.
Status: Undertaking business planning (the existing café is open)
Resourcing to date (November 2007): Figures not available

Predicted figures for 2007–08
Employees: 0.8 EFT
Volunteers: 8
Trainees: 10
Predicted Income: $90,000
Predicted Profit: 0%

Warrnambool

Commencement of engagement/planning: June 2006
Existing CD Program: None
Lead agency: South West Victorian SEAL which is an Adult Community Education provider (ACE)
Enterprise: Café and catering
Purpose: Produce healthy food with a cultural aspect, on the job training and employment opportunities for disadvantaged locals.
Status: Undertaking business planning
Resourcing to date (November 2007): $39,540

Predicted Figures for 2007–08
Employees: 1 EFT
Volunteers: 2
Trainees: 35
Predicted income: $50,000 (July 2007– December 2008)
Predicted profit: 0%

Portland

Commencement of engagement/planning: June 2006
Existing CD program: None
Lead agency: Council to auspice funding stage but enterprise to be independent entity.
Enterprise: Recycling Hub
Purpose: Provide recycling services and a sales yard, in addition to training and employment opportunities for people facing barriers to employment. Providing training and work experience for young people will be one focus.
Status: Undertaking business planning
Resourcing to date (November 2007): $32,200

Predicted figures for 2007–08
Employees: 0.8 EFT
Volunteers: 2
Trainees: 0
Predicted income: $60,000
Predicted profit: 0%

East Reservoir (Café)

Commencement of engagement/planning: December 2006
Existing CD program: Neighbourhood Renewal (commenced 2006)
Lead agency: Preston/Reservoir Adult Community Education (PRACE) in conjunction with Thornbury Women's Neighbourhood House and Muslimah Multicultural Catering, an independent catering group.
Enterprise: The Sliding Door café (specialising in ethnic and Halal food)
Purpose: Provide culturally diverse, healthy food in a café setting and through an external catering service, in addition to training opportunities for people facing barriers to employment.
Status: Commenced trading October 2007
Resourcing to date (November 2007): $75,000

Predicted figures for 2007–08
Employees: 1.5 EFT
Volunteers: 15
Trainees: 80
Predicted income: $90,000
Predicted profit: 0%

East Reservoir (Mobile food van)

Commencement of engagement/planning: February 2007
Existing CD program: Neighbourhood Renewal (commenced 2006)
Lead agency: No lead agency as yet
Enterprise: Mobile food van
Purpose: Operate a mobile food van that delivers affordable fresh fruit and vegetables to isolated and disadvantaged customers.
Status: Undertaking feasibility study
Resourcing to date (November 2007): $16,000

Predicted annual figures
Employees: 1 EFT
Volunteers: 15
Trainees: 20
Predicted income: $50,000
Predicted profit: 0%

Heidelberg West

Commencement of engagement/planning: March 2007
Existing CD program: Neighbourhood Renewal (commenced 2006)
Lead agency: Olympic Adult Education (as funds manager only)
Enterprise: Food-related community enterprise
Purpose: Provide a sustainable enterprise that addresses local food security issues and provides stepping stones to work or further training.
Status: Undertaking business planning
Resourcing to date (November 2007): $17,600
No further figures available.

Laverton

Commencement of engagement/planning: August 2006
Existing CD program: Community Renewal (commenced November 2006)
Lead agency: Laverton Community Centre (LCC) for the funding phase, Westgate Community Initiatives Group Inc. (WCIG) providing support via training. Enterprise is to become an independent entity.
Enterprise: Laverton Streetscape and Landscaping
Purpose: A home maintenance, landscaping / gardening and graffiti removal enterprise to provide support and training to local residents facing barriers to employment.
Status: Undertaking business planning
Resourcing to date (November 2007): $16,300

Predicted figures for 2007–08
Employees: 2.5 EFT
Volunteers: 1
Trainees: 3
Predicted income: $100,000
Predicted profit: 0%

Whittington

Commencement of engagement/planning: April 2007
Existing CD program: Community Renewal
Lead agency: JOLT (NGO set up by Mentor Training and Development, an industrial training and development company)
Enterprise: Construction / small maintenance / landscaping
Purpose: A graffiti removal enterprise to provide supportive training and employment opportunities for residents facing barriers to mainstream employment.
Status: Pre start-up
Resourcing to date (November 2007): $85,000

Predicted figures for 2007–08
Employees: 3.5 EFT
Volunteers: 0
Trainees: 4
Predicted income: $250,000
Predicted profit: Not stated

Delacombe (near Ballarat)

Note: BSL CEDI involvement has been minimal, via an enterprise manager from another site.
Commencement of engagement/planning: June 2006
Existing CD program: Neighbourhood Renewal (commenced 2006)
Lead agency: An independent entity established by NR and supported by NR contracts
Enterprise: Landscaping and small maintenance works
Purpose: A local business employing public tenants to deliver a range of building construction services to the Office of Housing and other customers
Status: Commenced trading July 2007
Resourcing to date (November 2007): Not stated

Predicted figures for 2007–08
Employees: 15 EFT
Volunteers: 0
Trainees: 8
Predicted income: Not stated
Predicted profit: Not stated

Other sites

Horsham

Commencement of engagement/planning: June 2006
Existing CD program: Community Partnership and Participation, Horsham North (Council, DVC and other funding bodies involved). Community Building Initiative (CBI), Wimmera Region
Lead agency: None. Looking to establish an enterprise as an independent identity.
Enterprise: Explored possibilities of a milk bar and computer recycling, now putting in a proposal for a community garden.
Purpose: A community garden with individual plots and a playground to increase social participation.
Status: Unknown. No BSL CEDI involvement.
No figures available.

Stawell

Commencement of engagement/planning: June 2006
Existing CD program: None
Lead agency: None.
Enterprise: Concept development not feasible due the impact of the drought and bushfires.
Purpose: Not applicable
Status: Inactive CEDI site
No figures available.

Appendix B: CEDP community enterprise models

The CEDP involves a competitive grants program and provides support to three distinct community enterprise approaches. The focus of this evaluation is the BSL CEDI program but the others are auspiced by AMES and SoFA. This appendix provides background information about these other initiatives, a comparison of the people and place-based enterprise models and discussion of some of the challenges they face.

AMES Social Enterprise program

The vision of AMES is 'full participation for all in a cohesive and diverse society' (AMES 2007). Its Social Enterprise program sits within the Community department which is responsible for identifying growth opportunities for AMES within Culturally and Linguistically Diverse (CALD) Communities. Some of the program objectives are to:

- provide economic opportunities for CALD communities by creating a platform for training and employment pathways

- provide training that is tailored to adult learning and target community needs

- build wellbeing, belonging and a sense of social connectedness among migrant and refugee communities

- engage CALD communities in civic activities

- foster cooperation between community members, service institutions and government

- advance knowledge on CALD-focused social enterprises, and establish state, national and international links for the exchange of knowledge, best practice and joint projects.

To date, AMES has developed 12 enterprises: five school-based canteens combined with catering; two catering; two cleaning (one a joint enterprise with the BSL); two horticulture, one timber recycling / woodwork and one newspaper enterprise.

Social Firms model

Social Firms Australia (SoFA) is a not-for profit organisation that has 'a vision of a society in which workplaces are accessible to people of all abilities, and in which everyone has the opportunity to secure fulfilling and durable employment' (SoFA 2005, p.5). Australians with a psychiatric disability have an unemployment rate of 75 per cent despite 70 per cent wishing to work at least part time (SoFA 2005, p5). SoFA began in response to the need for supportive and flexible employment opportunities in an environment where disclosure of a psychiatric disability will not result in stigma. SoFA defines a social firm as a not-for-profit enterprise in which 25 to 50 per cent of employees have a disability, and at least half of the firm's income comes from commercial activity. In addition, it must pay all workers at award or productivity-based rates, provide the same opportunities, rights and responsibilities to all workers, modify the workplace as required for disabled employees and be sustainable in the long term (SoFA 2005).

SoFA works with organisations wishing to set up a social firm. An organisational capacity assessment tool is used to assess agencies' capacity to set up a social firm. Once organisations meet the requirements, a 'social screen' assessment of businesses or enterprise ideas that are brought to SoFA's attention as potential social firms is conducted. Once the social screen indicates whether the business has the right kind of roles and culture to convert to a social firm, the lengthy process of due diligence on the commercial viability of the business is undertaken. Ensuring long-term sustainability before commencing is also central to the SoFA model.

To date, SoFA has worked with 20 organisations, of which three are now social firms: one horticultural, one cleaning and one tile enterprise. In addition, with the assistance of the DPCD, Social Ventures Australia and ANZ trustees, SoFA is developing a workplace modification tool kit

and a business acquisition resource. SoFA also held a one-day Social Firms Forum and is working with Social Ventures Australia and the Psychosocial Research Centre to develop evaluation tools.

Community enterprise models

One component of this evaluation was to compare the place-based approach of the CEDI model with people-based models, by interviewing AMES and SoFA program coordinators and discussing the two models with BSL CEDI staff. This was to provide a broader perspective on how community enterprise is occurring in Victoria.

The place-based model of community enterprise is a location-specific approach to community development that aims to create new opportunities (community participation, training, employment and industry) and to regenerate disadvantaged areas. In Victoria, the Neighbourhood Renewal program is the largest and best-known example. Embedded in the model is aim of 'joining up' existing local services, identifying gaps and thus taking a more holistic approach to community development. One advantage of the model is the potential to change community culture. For example, community enterprise can be used to create a culture of 'work' in a neighbourhood where many people are unemployed or classified as not in the workforce. Likewise, it can be used to challenge the perception that people in that community cannot run their own business.

The people-based approach is different. For example the AMES Social Enterprise program seeks to create social and economic opportunities specifically for CALD communities. By not being limited to one geographic area, it is easier to focus on the needs of a language or cultural group as a whole. Obviously however, there is a place-based dimension to the model also, given enterprises must be housed somewhere and must be easily accessible. The coordinator of the AMES program listed the advantages of their model:

- enhancing social connectedness and civic engagement among migrant and refugee groups
- helping particular groups realise that they are not alone and that others in their community suffer the same disadvantages
- building the confidence and self-esteem of particular groups
- influencing local councils and the state with respect to CALD communities
- being able to develop a media profile through the community development aspect of the program.

However, this model requires sufficient casework evidence to identify a disadvantaged CALD community and secure enterprise partners. Also problematic is the difference between the CALD community members' experience of business overseas and the complexity and compliance issues of business in Australia. Assisting enterprises to become financially sustainable is a further challenge for the future, although one that is not unique to this model.

The SoFA model is also a people-based approach. SoFA's Executive Director emphasises that psychiatric disability is 'non-discriminatory' and 'transcends place'. As such, the SoFA program seeks to provide employment opportunities for this particular group. However, there is a place-based dimension: many boarding houses accommodating people with psychiatric illness are located in the western suburbs of Melbourne, and social firms need to be accessible by public transport. The SoFA model does not seek to create workplaces for people with one particular disability. One of the advantages of social firms is that have inbuilt policies and procedures designed to integrate people with a disability in mainstream employment.

Another advantage of the SoFA model is that it provides a disclosure-friendly environment in which participants need not fear discrimination and employers are trained to offer a flexible and supportive workplace. More general strengths of the SoFA model include the emphasis on long-term business sustainability, the matching of organisations with business mentors and the

collaboration between commercial and community sectors. SoFA staff commented that many commercial businesses are already developing policies to employ people with disabilities: 'This just formalises the process'. They noted that it is heartening to see a range of professionals from the commercial sector giving their time, which proves that 'the community sector does not have the monopoly on compassion'.

Challenges for the model, however, included the length of time required to build the community sector's capacity to operate viable businesses and the risk that organisations will rush in before sufficient planning can secure a successful outcome. Other difficulties include locating suitable businesses for purchase and the need for sympathetic sellers who are prepared to delay a sale and assist with the transition process.

Appendix C: CEDI community development contexts

The 2006–07 CEDI program explored setting up enterprises in a range of development contexts:

- Five sites were located in Neighbourhood Renewal areas (although two had only minor links with the NR program as such).
- Four sites were located in Community Renewal areas.
- Eight sites were located in areas identified as disadvantaged but without community development programs of this scale.

This appendix provides background information about each of these contexts and concludes with some evaluation findings about the impact of these contexts on the program.

Neighbourhood Renewal

Neighbourhood Renewal is a state government initiative (under the Department of Human Services) which aims to bring together the resources and ideas of residents, governments, local businesses and community groups to tackle disadvantage in areas of public housing. It seeks to reduce inequality, build more cohesive communities and make government services more responsive to the needs of communities (DHS 2004).

Some key elements of the program are 'joined-up' government (or a more holistic, cross-departmental approach to community development), having community members make decisions about their neighbourhoods and creating partnerships in the community sector. The main program objectives are to:

- increase people's pride and participation in the community
- lift employment, training and education opportunities and expand local economic activity
- enhance housing and the physical environment
- improve personal safety and reduce crime
- promote health and well-being, and
- increase access to services and improve government responsiveness (DHS 2007, p.4).

Activities in Neighbourhood Renewal sites are supported and facilitated by a Place Manager, a Employment and Learning Coordinator (ELC) and a Community Development Worker. These positions are funded by the Department of Human Services but, excepting the Place Manager, are often auspiced by local community organisations.

In 2007, NR was operating in 19 locations identified as disadvantaged: Ashburton, Ashwood and Chadstone; Braybrook and Maidstone; Broadmeadows; Colac; Collingwood; Corio and Norlane; Delacombe; Doveton/Eumemmerring; Eaglehawk; East Reservoir; Fitzroy; Hastings; Latrobe Valley; Long Gully; Seymour; Shepparton; Wendouree West; Werribee (Heathdale); and West Heidelberg.

Community Renewal

Community Renewal is also a state government initiative but falls under the Department of Planning and Community Development. It seeks to gather different parts of government, community groups and residents, set priorities and take action. The focus of CR is on neighbourhoods of around 7,000 people in disadvantaged areas. This is a key difference from NR which targets distinct public housing areas.

The aims of CR are to involve residents, government, business and other NGOs in deciding how to best achieve:

- ongoing participation in decision-making
- new job and learning opportunities
- increased volunteering and support for each other
- better community facilities and safer, more attractive open spaces
- more involvement in cultural, recreational and sporting activities
- improved feelings of safety and wellbeing (DPCD 2007).

In 2007 Community Renewal was operating in eight areas: Bayswater North; Craigieburn; Chelsea; Frankston North; Hampton Park; Laverton, Rosebud West; and Whittington.

Evaluation findings

One component of the evaluation was to consider the impact of these programs on the process of developing community enterprises.

Key organisational stakeholders participating in CEDI were asked to reflect on the impact of existing community development programs, where applicable. However, the response was that it was 'too early to say' with Community Renewal and Neighbourhood Renewal programs established only in the last 12 months at the sites. Often workers had been engaged even more recently. Although at this stage it is not possible to draw detailed comparisons between CR and NR, site interviews allow some observations based on more general responses. For instance, some advantages of these programs include:

- human resourcing, the employment of a full time worker, e.g. the Employment Learning Coordinator (NR), Community Renewal Worker (CR)
- a governance structure and steering group within which enterprises can sit
- the commencement of community engagement and consultation activities
- auspicing of both NR and CR programs by local welfare/development agencies which means community enterprise can tap into established networks
- the involvement of either local council (CR) or the Department of Human Services (NR), which seems to make the procurement of either council or state government works contracts more likely.

Some challenges however include:

- time limitations and management issues. CR runs for three years and NR for eight.
- management responsibility. NR sites particularly emphasised that they could not act as lead agencies, since they would only be around for a few years and this was the role of community organisations which would remain
- strict policies about ongoing community consultation (particularly in NR sites) which meant community enterprises took considerably longer to define and plan
- significant hurdles in procuring works contracts, even in CR sites linked with councils interested in the program.

The CEDI manager's view is that community enterprise can work well within NR sites although sometimes it works better outside them. He notes that it is difficult to compare the current 2006–07 CEDI NR sites with the longer-established 2005 CEDI NR sites. However, the following comments were made by CEDI staff about NR:

- NR's focus on community engagement can drive the process and impede the enterprise planning process. However, to some extent this varies across NR managers. The length of NR

operations at the location is also a factor as newer sites have less established community engagement processes.

- Non-NR sites tend to be smaller and more flexible, and allow easier negotiation.
- Since NR Employment and Learning Coordinators are auspiced by other agencies, these agencies' level of interest in community enterprise is a factor.
- ELCs have been of great assistance acting as local facilitators.

The CEDI staff found it difficult to comment on CR given its newness, but noted the following broad points:

- CR managers, unlike ELCs, do not take the lead on projects but rather work as part of a network of stakeholders. The CEDI manager believes this is a good model.
- CR brings excellent infrastructure to projects and half its committee must be residents.

Appendix D: Evaluating community enterprise

Many different evaluation methods have been developed to assess social and community enterprise. They include: Theories of Change, Balanced Scorecard, Acumen Scorecard, Social Return Assessment, AtKisson Compass Assessment for Investors, Ongoing Assessment of Social Impacts, Social Return on Investment, Benefit–Cost Analysis and Poverty and Social Impact Analysis (Rosenzweig 2004).

This appendix describes a selection of evaluations of social and community enterprise in the US, Canada, the UK and Australia, for readers interested in comparing approaches.

Roberts Enterprise Development Fund

In the US, the large-scale, longitudinal evaluation of the Roberts Enterprise Development Fund involves bi-annual interviews and the collection of longitudinal demographic data of participants' risk characteristics, employment status, housing, average hourly wage and criminal conviction rates. Their evaluation found that:

> Social outcome data collected from enterprise employees since 1998 suggest that individuals employed in REDF Portfolio social enterprises start out with many challenges and barriers to employment. Over the two-year follow-up period, most retain employment and earn increasingly higher wages, and many enrol in academic or vocational training programs. In general, enterprise employees are reducing their reliance on non-SSI public assistance and are living in more stable housing situations. Those with a criminal conviction history are less likely to relapse into criminal behavior.
>
> For many of these individuals, there is still a journey ahead on the road to true self-sufficiency. Still, the accomplishments of REDF portfolio employees are especially impressive given that they have often been seen as 'unemployable'. Achieving such positive outcomes in just two years demonstrates the critical role that a supportive job experience can play in helping people move out of poverty. A supportive job not only helps increase income, but at the same time can help build stability, dignity and hope' (REDF 2005, p.4)

Seedco's Nonprofit Venture Network

An evaluation of Seedco's Nonprofit Venture Network (Cutler 2005) found that, while many participants had not succeeded in creating a non-profit business, the program had a valuable capacity building function and had built a network for non profits which provided training workshops and mentoring:

> … the development of nonprofit business ventures, if measured only by the number of businesses created and profits produced, is a very high-risk investment. With a broader view, however, encompassing general learning and capacity building as legitimate outcomes along with business start-ups, multiple benefits can be seen as stemming from this work (Cutler 2005, p.15).

Enterprising Non-Profits Program (ENP)

In Canada, an evaluation of the Enterprising Non-Profits Program (ENP) examined performance in terms of the number of enterprises launched, revenue and financial independence. Beyond statistics, however, it also gathered information about benefits to the broader community and client group, finding that: 'The enterprise is the most powerful mental health tool that the organization has ever been able to offer clients'. It also identified significant benefits for auspice organisations: greater community visibility, community awareness of services, improved staff awareness of their organisation, the development of both staff and board skills and confidence, the promotion of a more creative/entrepreneurial approach in other services, expansion of their donor base, and new partnerships in diverse sections of the community (Gannitsos 2003).

Centre for Enterprise and Economic Research (CEEDR) and Social Enterprise London

In the United Kingdom, the Centre for Enterprise and Economic Research (CEEDR) has developed a methodology which uses a range of social and economic indicators including extent and quality of jobs for disadvantaged persons, impact on owners and managers, local spending, provision of products and services, supply chains and subcontractors, competition and displacement, social capital and inter-business links, and community involvement by businesses and employees (Lyon 2002). Social Enterprise London has adapted the Balanced Scorecard model in which daily processes are linked with organisational goals and social and environmental outputs are measured (Somers 2004).

Social accounting

Another approach to evaluation with origins in the UK is social accounting, which provides a framework and process rather than a set of prescriptive research measures and culminates with a social audit. Recognising that enterprises are often required to write multiple reports for their different stakeholders, social accounting is designed to include all aspects of a program and the perspective of all stakeholders. Audits are to be conducted regularly and produce data that can be compared over time. They must be verified by an accredited social auditor and the results must be disclosed. Pearce describes social accounting as a three-stage process in which 1) the stakeholders are identified, 2) a research method is determined based on the performance indicators and priorities for that report and 3) draft social accounts are discussed with an audit panel which must sign off on the final draft account (Pearce 2005).

In Australia, the social accounting model has gained some traction, although to date there is only one accredited social auditor who is located in Queensland.

Social Ventures Australia

Social Ventures Australia, which supports a range of enterprise endeavours including the Brisbane and Parramatta Social Enterprise Hubs and Social Firms Australia, holds workshops to assist non profit ventures to measure and communicate the social returns they generate. They offer three organisational tools:

- Strategic and Operational Capacity Diagnostics (to assess strategy and capacity)
- Triple P Framework (to clarify purpose, strategy and set up assessable goals for later evaluation)
- Social Return on Investment (SROI) Tool (to estimate the created social and economic value) (SVA 2008).

Breakthrough Youth Employment Program

The Breakthrough Youth Employment Program developed five youth-oriented enterprises around Australia:

- SpeakOut, a graphic design studio
- Donnisons Restaurant
- GippSK8, a skateboard making business
- SeeChange, a boat building workshop
- Junction Express, a training restaurant.

The program evaluation collected hard data of outputs, finding that over five years, the projects generated matching funding of $1.74 million—$412,000 in trainee wage subsidies, $477,000 in grants and $850,000 in sales. Together with two other initiatives the projects employed 69 young people and 58 went on to find employment outside. An additional 130 young people received

accredited training and 154 gained work experience or volunteered. The evaluation also found that the initiatives increased opportunities for disadvantaged young people and helped to increase their expectations for work or further education. The program was also found to have impacted local communities; for example, several initiatives had influenced the way the council worked with young people while one improved cooperation among local young organisations and helped to revitalise the CBD. The evaluation identified 10 success factors:

1. Quality and experience of the management team (board and senior staff)
2. Play to the strengths of the skill base of the auspicing body
3. Quality of initial business plan and application
4. Maintain focus
5. Independence of initiative
6. Find the 'right' balance between training and support for disadvantaged young people
7. Managing trainee productivity
8. Find the 'right' balance between social objectives and business objectives'
9. Endless stakeholder engagement, and
10. Diversified income (CREEDA Projects Pty Ltd 2005).

Appendix E: 2006–07 sites interview schedule

Perceived benefits

Why did you decide that town X was the place for a community enterprise? (perceived need)

What do you see as the main benefits of this community enterprise for a) Your agency
b) Enterprise employees and/or volunteers c) The local area and people?
Prompt: Emergence of leadership/ownership at a local level

Challenges and achievements

Please describe the main challenges your agency has faced, or expects to face, in working to establish, run or grow this community enterprise?

What key resources or conditions will enable your agency to start-up and run a viable community enterprise?
Prompt: Role of leverage – increased bargaining power / momentum as the number of stakeholders has grown, e.g. other groups more inclined to contribute or try to match existing support

Thinking back to when the project began and over the period since, what have been some of the key achievements?

To what extent do you think you have achieved what you set out to do / achieved your objectives?

Local support

In terms of local agencies and groups:
      a) What have been the positives? In what ways have they been able to support the development of your enterprise?
      b) What have been the limitations of local agencies and groups?

Do you have access to local professional support or business mentors who can help you develop the enterprise? *How did you access these people / what were the links? Have you made use of any of these? In what ways? How has this helped? Have there been any issues or a downside to accessing this support?*

Have you taken any steps to network / secure help from local professionals / business mentors? Why / why not?

BSL CEDI capacity building – 'Community Enterprise Connections'

[List CEDI development activities held]. How helpful have CEDI activities been in building your capacity or skills to start a successful enterprise?

What was the most useful support or assistance that your agency received from CEDI?

Was there anything the CEDI team did that was not useful to you?

Has CEDI provided you with:
- links to professionals or business mentors
- contact info for people running similar enterprises
- resources e.g. books, about community enterprise
- staff, events bulletin, conference information?

Can you tell me about that? What sort of link was provided? In what ways did it help? Was there a downside to accessing X?

Do you obtain the CEDI bulletin? How helpful is that?

Have you visited the Community Enterprise Connections website?

Did you attend the Community Enterprise Conference?
Why / why not? What did you expect to get out of it? What do you feel you got out of it?

What more could be done by CEDI to help?

Other help

Apart from what is currently available through CEDI, what other assistance or support would your community enterprise (or concept) find useful? *(i.e. assistance/support/resources/services)*

Final reflections

With the benefit of hindsight, is there anything you would do differently in planning / setting up a community enterprise?

What advice would you give to someone who wanted to start a community enterprise?

Following pages contain

Appendix F: Survey of 2005 sites

Appendix G: Survey of 2006–07 sites

Appendix H: Network impact survey

Appendix F

Survey: Update from the CEDI sites of 2005

1. What is the name of your Community Enterprise (or concept)? _____

2. What is the current status of your Community Enterprise? *(Please circle most appropriate option)*

    a. Exploring potential enterprise concepts   f. Commenced trading

    b. Enterprise concept has been selected   g. Operating for at least 6 months

    c. Undertaking business planning   h. Operating for at least one year

    d. Starting-up the enterprise   i. Other: _____

    e. Pre start-up

Resources accessed by your enterprise

3. How many other organisations or bodies have been involved in the enterprise (or concept)? _____ (number)

4. How many local residents have been involved in the enterprise? _____ (number)

5. If applicable, what funding source/s do you use to supplement training costs of trainees in your community enterprise (e.g. ACFE, NAAP, CJP)? _____

6. How many months did your enterprise operate during the last financial year (2006– 2007)?

❑ 12 months   ❑ Other, please specify: _____

7. Please list all types of financial resources received (grants, donations, in-kind contributions including staffing costs) during the last financial year (2006–2007)

Source	Details (e.g. building work, rent free building, equipment, staff)	Dollar value or estimate if 'in kind' contribution
		$
		$
		$
		$
		$
		$
		$

8. Expenditure – In order to get a sense of the size of your operations for the last financial year, what was your total budget expenditure $_____

Your CEDI Community Enterprise in figures *(real or predicted)*

9. Please provide: a) summary data for your operations during the past financial year and,
b) predicted figures for the current financial year (2007–2008).

	2006/07	**2007/08 (Predicted)**
a. Total number of paid employees (including trainees)	_____ people	_____ people
b. Paid employees measured as number of equivalent Effective Full Time (EFT) positions	_____ EFT	_____ EFT
c. Total number of volunteers	_____ people	_____ people
d. Total number of employees who received vocational or accredited training	_____ people	_____ people
e. Income generated	$_____	$_____
f. Percentage profit of income generated	_____ %	_____ %
g. Number of clients (if applicable)	_____ clients	_____ clients
h. Number of direct competitors locally (estimate)	_____ businesses	_____ businesses

9. Please write your comments regarding

Achievements over the last 12 months

Challenges over the last 12 months

Aims for the future

Needed support/resources

Appendix G

CEDI Evaluation: Site Survey

1. Do you represent: ❑ the lead agency   ❑ a stakeholder organisation   ❑ other

2. Your organisation: _____

3. Your position title: _____

4. To what extent have you accessed the CEDI network, "Community Enterprise Connections" *(please circle)*

    a. held CEDI community forum / workshop   d. attended 2007 Conference

    b. Subscribe to bulletin   e. Assessed resources e.g. books / contacts

    c. Visited website   f. Other _____

5. What is the name of your Community Enterprise (or concept)? _____

6. Please give a short description of your Community Enterprise (or concept), including its main social goal/s:

_____

_____

7. What is the current status of your Community Enterprise? *(Please circle most appropriate option)*

    a. Exploring potential enterprise concepts   f. Commenced trading

    b. Enterprise concept has been selected   g. Operating for at least 6 months

    c. Undertaking business planning   h. Operating for at least one year

    d. Starting-up the enterprise   i. Other: _____

    e. Pre start-up

8. Which tasks have been completed *(please circle)*

    a. Conduct community engagement activities   h. Conduct a feasibility study

    b. Explore enterprise concepts   i. Develop a business plan

    c. Select an enterprise concept   j. Explore other finance pathways *e.g. other grants*

    d. Develop of work plan   l. Acquire start up finance

    e. Establish of a project advisory committee   m. Commence trading

    f. Engage of local mentors   n. Business development & support

    g. Applied for finance *e.g. submission of DVC application*   o. Plan for the future *e.g. growth, maintenance, finances*

9. Apart from the enterprise described above, has your agency established or thought about establishing another community enterprise? *(Please circle and provide detail as appropriate)*

    ❑ Yes. Number established _____   and/or Number considered _____. ❑ No.

Resources accessed by your enterprise

10. How many other organisations or bodies have been involved in the development of your Community Enterprise (or concept)? _____ (number)

11. How many local residents have been involved in the development of the enterprise? _____ (number)

12. If applicable, what funding source/s do you use to supplement training costs of trainees in your community enterprise (e.g. ACFE, NAAP, CJP)? _____

13. Please detail the types of financial or other resources (grants, donations, in-kind contributions including staffing costs) your enterprise has accessed through partners and other sources:

Source	Details (e.g. building work, rent free building, equipment, staff)	Dollar value or estimate if 'in kind' contribution
		$
		$
		$
		$
		$
		$
		$

14. Overheads

Source	Dollar value or estimate if 'in kind' contribution	Notes
a. Management wages	$	
b. Participant / client wages	$	
c. Participant / client training	$	
d. Building costs e.g. rent	$	
e. Capital works	$	
f. Professional services *e.g. feasibility / business plan*	$	
g. Equipment	$	

Your CEDI Community Enterprise in figures (real or predicted)

15. 2006/2007 figures *(please tick)* ❑ real ❑ predicted ❑ not applicable *e.g. not trading, too soon to predict*

	2006/07	2007/08 (Predicted)
a. Total number of paid employees (including trainees)	_____ people	_____ people
b. Paid employees measured as number of equivalent Effective Full Time (EFT) positions	_____ EFT	_____ EFT
c. Total number of volunteers	_____ people	_____ people
d. Total number of employees who received vocational or accredited training	_____ people	_____ people
e. Income generated	$_____	$_____
f. Percentage profit of income generated	_____ %	_____ %
g. Number of clients (if applicable)	_____ clients	_____ clients
h. Number of direct competitors locally (estimate)	_____ businesses	_____ businesses

*Thank you for completing this survey! Please return directly to Sharon Bond, Research Officer at the Brotherhood of St Laurence by: **Email: sbond@bsl.org.au**, **Fax 03 9417 2691** or **Mail: 67 Brunswick St, Fitzroy 3065**.*
If you have any questions please call 03 9483 2495.

Appendix H

Dear Conference Attendee,

Six weeks ago you attended the 2007 Community Enterprise Conference. The conference was just one of the ways in which the Community Enterprise Development Initiative (CEDI) is developing a network of people interested in community enterprise.

To help us evaluate the effectiveness this and other CEDI network initiatives we ask that you help us by completing this short survey.

Overall survey findings will be included in a report that will be used by the Department for Planning and Community Development (former DVC) and the Brotherhood of St Laurence to plan for the future.

Please post the survey by <u>Friday 19 October</u> to:

> Sharon Bond, Research and Policy Centre
> Brotherhood of St Laurence, 67 Brunswick Street, Fitzroy, Vic. 3065.

Thanks!

Network Impact Survey

About You

1) Sex
- ❑ Male
- ❑ Female

2) Age

1. ❑ Under 30
2. ❑ 30 – 39
3. ❑ 40 – 49
4. ❑ 50 – 59
5. ❑ 60 +

3) Attended as a representative of…
(tick only ONE – the one that best describes you)

1. ❑ Lead agency that operates a community enterprise
2. ❑ Government
3. ❑ Business
4. ❑ University
5. ❑ Community organisation
6. ❑ Community member (unaffiliated)
7. ❑ Other _____

4) Why did you attend the conference?
(tick only ONE—the one that best describes you)

1. ❑ My organisation is involved in delivering a community enterprise
2. ❑ Academic interest
3. ❑ My organisation is interested in becoming involved in community enterprise
4. ❑ Personal interest in the idea
5. ❑ Other _____

5) The table below describes different aspects of the Community Enterprise Conference. For each item, please answer…

A) How important was it that the conference provide this thing?

B) How well did the conference perform?.

Aspect of conference	A) How Important is it that the conference…?											B) How well did the conference perform…										
	Not at all important		Not important		Neutral			Important		Extremely important		Not at all well		Not well		Neutral			Well		Ex-tremely well	
	0	1	2	3	4	5	6	7	8	9	10	0	1	2	3	4	5	6	7	8	9	10
Example Question Serve nice cakes at morning tea time	0	1	2	3	4	5	6	7	8	9	⑩	0	1	2	3	4	5	6	⑦	8	9	10
Provide information about the value or importance of community enterprise for Victoria and Australia	0	1	2	3	4	5	6	7	8	9	10	0	1	2	3	4	5	6	7	8	9	10
Provide case studies or examples of community enterprise	0	1	2	3	4	5	6	7	8	9	10	0	1	2	3	4	5	6	7	8	9	10
Offer practical 'how to' information *e.g. about the development of CE sites*	0	1	2	3	4	5	6	7	8	9	10	0	1	2	3	4	5	6	7	8	9	10
Provide a chance to share experiences with other practitioners	0	1	2	3	4	5	6	7	8	9	10	0	1	2	3	4	5	6	7	8	9	10
Provide opportunities to make contacts / network with other practitioners in the field	0	1	2	3	4	5	6	7	8	9	10	0	1	2	3	4	5	6	7	8	9	10
Be a source of encouragement and assistance to newcomers to CE	0	1	2	3	4	5	6	7	8	9	10	0	1	2	3	4	5	6	7	8	9	10
Offer supportive, work-based friendships	0	1	2	3	4	5	6	7	8	9	10	0	1	2	3	4	5	6	7	8	9	10
Promote the CE concept to government and NGOs	0	1	2	3	4	5	6	7	8	9	10	0	1	2	3	4	5	6	7	8	9	10
Advocate community enterprise to different levels of government	0	1	2	3	4	5	6	7	8	9	10	0	1	2	3	4	5	6	7	8	9	10
Stimulate new research or community enterprise projects	0	1	2	3	4	5	6	7	8	9	10	0	1	2	3	4	5	6	7	8	9	10

6) Since attending the conference, I have…

Action	Not at all	Once or twice	Several times / more often	Not applicable
Information				
Reported key information back to my organisation or community	0	1	2	*
Referred back to my notes from conference sessions	0	1	2	*
Looked at the kit, "Stronger Communities: Making it our business" *(introduction, DVD, workbook)*	0	1	2	*
Used the kit in a more substantial way *e.g. completed a worksheet, showed the DVD, read it in some detail*	0	1	2	*
Communications				
Called a BSL CEDI worker to discuss a project	0	1	2	*
Networking				
Contacted someone I met at the conference for work purposes *e.g. phone, email, letter*	0	1	2	*
Arranged a meeting with someone I met at the conference for work purposes	0	1	2	*
Attended a meeting with several people from the conference for work purposes	0	1	2	*
Other				
Tried to promote an idea from the conference within:				
* my community	0	1	2	*
* my organisation	0	1	2	*
* my working group or advisory committee	0	1	2	*
* a government agency	0	1	2	*

7) How useful have the following Community Enterprise Development Initiative resources / activities been for you ?

Resource / Service	Not at all useful		Not useful		Neutral			Useful		Extremely useful		Not applicable
The quarterly bulletin	0	1	2	3	4	5	6	7	8	9	10	*
The conference	0	1	2	3	4	5	6	7	8	9	10	*
The kit *(introduction, workbook, DVD)*	0	1	2	3	4	5	6	7	8	9	10	*

8) Would you be interested in attending a future conference on community enterprise?
1. ❑ Yes   2. ❑ No   3. ❑ Not sure

9) If the network (Community Enterprise Connections) was to expand its services, what would be useful to you?

Resource / Service	Not at all helpful		Not helpful		Neutral			Helpful		Extremely helpful	
Professional development workshops	0	1	2	3	4	5	6	7	8	9	10
A website	0	1	2	3	4	5	6	7	8	9	10
Online discussion forum	0	1	2	3	4	5	6	7	8	9	10
Publication of a network directory	0	1	2	3	4	5	6	7	8	9	10
Regional network meetings	0	1	2	3	4	5	6	7	8	9	10
Mentoring program for new enterprises	0	1	2	3	4	5	6	7	8	9	10
Additional resources e.g. publications, DVDs	0	1	2	3	4	5	6	7	8	9	10
Other *(please specify)*											

10) Other Comments about the network

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Thanks for your feedback!

Please post survey to: Sharon Bond, Research & Policy Centre,
Brotherhood of St Laurence,
67 Brunswick Street, Fitzroy, Vic. 3065.

For further information: Tel: 03 9483 2495. Email: sbond@bsl.org.au

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