Brotherhood
of St Laurence
Working for an Australia free of poverty

The Community Enterprise Development Initiative

Learnings from work with twelve disadvantaged neighbourhoods in 2005–06

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Front cover photo: Renovation for Renewal employees, Seymour

Acknowledgments

Glossary

ACFE	Adult Community and Further Education
BAE	Bendigo Access Employment
BSL	Brotherhood of St Laurence
CEDI	Community Enterprise Development Initiative
DEWR	Department of Employment and Workplace Relations
DHS	Department of Human Services
DoTARS	Department of Transport and Regional Services
DVC	Department for Victorian Communities
ELC	Employment and Learning Coordinator
GVCHS	Goulburn Valley Community Health Service
NR	Neighbourhood Renewal
RFR	Renovation for Renewal, Community Enterprise in Seymour
TESA	Training and Employment Services Australia

In this report, a CEDI enterprise is a community enterprise developed with assistance from CEDI. 'Lead agency' refers to the agency auspicing the community enterprise at a site, and 'CEDI manager' to the person managing a community enterprise. The 'CEDI project manager' is Mark Daniels, Community Enterprise Manager, Brotherhood of St Laurence

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Summary

Community Enterprise Development Initiative

The Community Enterprise Development Initiative (CEDI), managed by the Brotherhood of St Laurence (BSL), operates in socio-economically disadvantaged communities and promotes community enterprise as a vehicle to:

- increase social participation via community engagement

- create employment and career pathways

- enhance community support and connections, and

- build financially sustainable enterprises.

It began operation in 2005 as a one-year pilot jointly funded by the Department for Victorian Communities (DVC), the Brotherhood of St Laurence and Neighbourhood Renewal. Subsequently it was funded by DVC to expand and continue until the end of 2007.

The initiative's BSL team works closely with not-for-profit community agencies at each site, providing enterprise training, networking opportunities, a seeding grant, one-on-one advice and support with business planning and development.

This interim report for the Community Enterprise Development Initiative (CEDI) evaluation looks at the twelve Neighbourhood Renewal sites that CEDI started out assisting in early 2005. It documents the benefits of CEDI and factors influencing successes and failures in the sites.

Investment and employment and training outcomes

Since 2005, CEDI community enterprises have been set up across Victoria in a range of industries. Of the twelve Neighbourhood Renewal sites where CEDI began working in 2005, eight now have an operational community enterprise and one has an enterprise that will commence trading as soon as renovations are complete. Another site has undertaken extensive business planning since 2005; but progress to enterprise start-up is slow due to high set-up costs. Two sites have not yet secured the commitment of a lead agency, nor decided on an enterprise concept.

CEDI enterprises have included gardening, home maintenance and landscaping businesses, cafés and catering businesses, and manufacturing businesses.

Resources and funds from a range of sources were required to achieve the development and start-up of these community enterprises (see Table 1.1). Around one million dollars in financial and in-kind contributions has been invested across the twelve sites.

Table 1.1 Investment in CEDI pilot sites to December 2006

Source	Investment to date
Department for Victorian Communities CEDP	(2005) $135,000
	(2006) $44,118
Brotherhood of St Laurence	$135,000
Neighbourhood Renewal	$40,000
Lead agency	varied*
Other	$615,820
	(including $251,820 from other DVC funds/grants)
Training program funds	$100,000
Total investment	**$1,069,938**
	+ lead agency contributions

* Lead agencies' investment (including in-kind contributions) are further explained in Table 6.2

Key outcomes from this investment are detailed in Table 1.2 below. Note that employment outcomes by the end of 2006 lay between the figures presented below—number of paid employees 48 (23.9 EFT).

Table 1.2 CEDI outcomes

Category	30 June 2006	30 June 2007 (Predicted)
Number of CEDI community enterprises operating*	8	9
Number of paid employees (including trainees)	39 (includes 10 students paid piecework)	57 (includes 10 students paid piecework)
Paid employees measured as number of equivalent Effective Full Time (EFT) positions	17.4	28.9
Number of volunteers	37 (includes 15 Work for the Dole participants)	51 (includes 15 Work for the Dole participants)
Number of enterprise employees who received vocational or accredited training	14	34

*Note that two of these enterprises (Corio and Shepparton) were already operating in some form prior to the BSL's CEDI program.

Benefiting the local area

CEDI benefits the local area on three levels: not-for-profit community agencies, enterprise employees, and residents.

Agencies that join CEDI have benefited from developing their knowledge of planning for and establishing a community enterprise—particularly the skill base of agency staff who are responsible for managing the new enterprise. Agencies have also designed and used the new CEDI enterprises to advance their broader social mission—for example, improving access to sustainable employment pathways for disadvantaged young people.

CEDI enterprises have also generated 48 employment and training opportunities (by end 2006) for local residents, including individuals disadvantaged in the labour force. Some of these enterprise employees commented that their job in the community enterprise had moved them out of precarious casual employment or self-employment. CEDI apprentices in Seymour said they enjoyed many aspects of their new jobs: they liked the people they worked with and the variety of their jobs. One apprentice said:

> When I was labouring I'd work my butt off, and [get] good money, but I wouldn't learn anything and I'm learning stuff now.

Some CEDI enterprises also created volunteer opportunities for locals to assist with the business.

Local residents have benefited from the products and services offered by new community enterprises, including low-cost gardening services, home maintenance and catering. Community enterprises are often designed to meet a need identified by the community—for example, the Bright Street Enterprise Hub in Eaglehawk will reopen the milk bar that residents have missed since the last one closed in 2001.

Making community enterprise possible

The not-for-profit community agencies that have auspiced the CEDI enterprises established to date have demonstrated a substantial degree of financial risk-aversion—none has yet borrowed to establish or grow its enterprise, even where projected income covers the loan repayments. Hence, finding other sources to cover the initial capital outlay has been crucial to the successful establishment of these enterprises. This has come sometimes from the cash reserves of the auspice (or lead) agency, and sometimes from government or outside sources. Either way, without the in-kind resources (overheads and staff time) brought by the auspice agency it is unlikely that any of these enterprise concepts would have been put into practice. The major success factors identified as enabling the start-up of CEDI enterprises, after an auspice agency is secured, can all be seen as reducing the financial risk of enterprise start-up to that agency.

CEDI provides relevant enterprise training, one-on-one advice and a $15,000 seeding grant to auspice agencies. The BSL CEDI team work to maintain or foster the enthusiasm for the enterprise concept and connect the agency with sources of expertise. The training, money and ongoing support from the CEDI team are all highly valued by the agencies involved: a few went so far as to say they could not have started their enterprise without the CEDI grant. Others commented that the encouragement and support they received from the CEDI team kept their focus on the enterprise goal. This strongly suggests that without CEDI these enterprises may never have been established.

As a joint DVC and BSL initiative, CEDI was aligned with DVC's agenda to strengthen communities through building local capacity to develop innovative responses to local issues. DVC was also seeking a whole of government approach which resulted in BSL working with Neighbourhood Renewal to promote positive outcomes for those socio-economically disadvantaged Victorian communities. Both DVC and Neighbourhood Renewal have helped shape and support this initiative through their role on the project advisory committee.

The fact that the first twelve sites were all Neighbourhood Renewal areas has been recognised as a success factor. The BSL CEDI team used the NR Employment and Learning Coordinator's (ELC's) local networks to access interested agencies; and in the majority of the sites the ELC became involved in the planning and development of the CEDI community enterprise. ELC's are funded by the Department of Human Services, but often housed in community organisations. Given the additional personnel resources they brought to these agencies, and consequent reduction in risk of having their own staff work on the enterprise before it was making any money, it was not surprising to find that in five of the twelve sites (and half of the operational enterprises) the agency that decided to auspice a CEDI enterprise also housed the ELC.

Contract relationships are another success factor identified in this report. They enable community enterprise start-up by ensuring an income stream for a given period of time. This reduces the risk of starting a new business that fails to earn enough income to sustain itself. Four out of the eight operational community enterprises are currently servicing contracts which make up the majority of their income. Some of these contracts are with the Office of Housing, DHS.

As well as through direct funding of CEDI, the Department of Victorian Communities has contributed funds to a number of CEDI enterprises through other funding programs—like the Community Support Fund grants. These have been essential to the start-up of several CEDI enterprises. Other federal, state and local government support has also contributed (see Table 6.2 for details).

This research has found that CEDI agencies, as a result of their unwillingness to borrow and (for many) their lack of expertise in enterprise planning and development, had to overcome substantial hurdles to setting up a community enterprise. Also it is clear that CEDI, along with other in-kind and financial support from government and other local organisations, was crucial to their achieving enterprise start-up.

Understanding how important start-up capital is to the success of a CEDI enterprise, the guidelines for the new Community Enterprise Grants offered by DVC (which will replace the CEDI $15,000 grants in the 2006 round for non-NR sites) may affect outcomes for the 2006 CEDI sites. While DVC is flexible on how the money can be spent, the grants (for between $5,000 and $50,000) cannot be used to fund the 'purchase of property or land' (DVC 2005, p.5). If this condition results in future community enterprises not being able to put grant monies towards purchasing necessary tools or other start-up costs, then this may need to be reviewed in the light of experience.

1 Introduction

This interim report for the Community Enterprise Development Initiative (CEDI) evaluation looks at the twelve Neighbourhood Renewal sites that CEDI started out assisting in early 2005. It documents the benefits of CEDI and factors influencing successes and failures in the sites.

The report aims to capture the social and economic benefits of participation in CEDI that have been realised so far. While CEDI has expanded in 2006 to work with an additional fifteen sites across Victoria, the interim report focuses solely on outcomes from the group from 2005—which provide a more complete picture of the range of benefits of community enterprise that accrue to sites over time.

Community Enterprise Development Initiative (CEDI)

The Brotherhood of St Laurence's (BSL) Community Enterprise Development Initiative (CEDI) ran throughout 2005 as a pilot program in 12 sites jointly funded by the BSL, the Department for Victorian Communities (DVC) and Neighbourhood Renewal (with contributions of $135,000, $135,000 and $40,000 respectively). The initiative was subsequently funded by DVC to run until the end of 2007. Hence in 2006, the BSL CEDI team continued to support the 12 pilot sites as well as beginning work with 15 additional sites; and approximately $45,000 of the second phase money from DVC went toward supporting the initial twelve.

The goals of the CEDI 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.

Community enterprises come in a number of shapes, sizes and models. For the purposes of this report, community enterprises are defined as place-based businesses motivated by a social purpose and established to benefit the local community. This includes enterprises that have some or all of the following characteristics:

- 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).

As part of the CEDI pilot, the BSL called for expressions of interest (using local Employment and Learning Coordinator networks) to develop community enterprises in Neighbourhood Renewal Sites. Thirty-five were received. Twelve applications from different Neighbourhood Renewal sites were selected, on the basis of likely financial sustainability, likely community benefits and agency capacity to auspice an enterprise. Two Neighbourhood Renewal sites where the BSL was already involved in community enterprises were not included in the CEDI pilot.

The main types of support provided during the CEDI pilot included:

- workshops on feasibility, business planning, marketing and finance
- a template for a business plan, as well as examples of feasibility studies, business plans and operational systems
- links to practitioners and business experts

- links to similar projects and sites
- assistance and feedback in the development of business plans
- access to a CEDI grant of $15,000 to undertake project development.

Department for Victorian Communities – Community Enterprise Development Program

The Community Enterprise Development Initiative run by the BSL is funded under the DVC's Community Enterprise Development Program (CEDP). The CEDP is one of the ways that DVC is currently contributing to the growth and development of the community enterprise sector in Victoria—in keeping with its broader community strengthening agenda and its focus on grass roots solutions to local issues. DVC sees community enterprises as supporting both community strengthening and connectedness in disadvantaged communities through:

- developing local enterprise solutions to help meet local needs
- creating local employment, work experience and training opportunities.

DVC also funded Adult Multicultural Education Service and Social Firms of Australia under this program.

As well as shaping its implementation and its invaluable funding commitments to CEDI, detailed above, DVC further supported the initiative as active members of the project advisory committee—working in partnership with the BSL towards project goals. Also, the funding model employed supported a flexible action research approach intended to enhance CEDI practice and outcomes.

Neighbourhood Renewal

The 12 CEDI pilots are all in Neighbourhood Renewal areas. Neighbourhood Renewal is a state government initiative (under the Department of Human Services (DHS)) 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).

Main objectives of Neighbourhood Renewal

The main objectives of Neighbourhood Renewal 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
- increase access to services and improve government responsiveness.

Activities in Neighbourhood Renewal sites toward these goals are supported and facilitated by a Place Manager, an 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, often auspiced by local community organisations.

2 Research methods

The main aim of this interim report was to capture and document the social and economic benefits of CEDI and how these benefits were achieved.

Case studies

Three of the twelve sites were selected as case studies of the range of experiences and benefits of involvement with the CEDI pilot. They were selected to provide some diversity in key site characteristics: location (metro, regional), type of enterprise (gardening, hospitality etc.) and enterprise status (trading, pre start-up etc.). A decision to choose operational enterprises for at least two of the case studies was made to ensure a greater range of CEDI's social and economic benefits were documented. Broadmeadows, Eaglehawk and Seymour were the sites selected with input from the CEDI team.

In-depth, on-site interviews were conducted with the key enterprise manager/project worker in the three sites. These were designed to collect data on the success factors and hurdles each agency has experienced in developing their enterprise concept and business since 2005. The interviews also collected key quantitative data on enterprise outputs and other perceived benefits of involvement with the CEDI pilot. The three interviews averaged 1.5 hours each.

In Broadmeadows and Seymour, group interviews were conducted with small groups of employees: these included two qualified tradespeople, employed full-time by the enterprises, and three public housing tenants (two carpentry apprentices and one casual employee). In Eaglehawk, where the enterprise was yet to begin trading in late 2006, a focus group was held with members of the Launching Pad residents' action group at their monthly meeting. Each group interview took between 20 and 40 minutes. These interviews were intended to document benefits of employee and volunteer involvement with these community enterprises.

Enterprise surveys

A three-page survey was emailed to the main contact in all of the 2005 CEDI sites that were not selected for the case studies. The main contact was either a representative of the 'lead agency' (that is, the agency involved in the management or development of the CEDI enterprise or concept), or the ELC or NR Place Manager. The survey was designed to gather feedback from each lead agency (or other contact) on the quality and usefulness of the support provided by CEDI, and what they thought were the main success factors and hurdles in the life of their enterprise so far. It was also intended to capture up-to-date quantitative data about the status and progress of the community enterprises in each site.

Sites were telephoned and sent reminder emails to encourage survey completion. All of the sites completed and returned the survey to the researcher, either by email or post.

Interviews with CEDI team

Interviews were held with two Brotherhood of St Laurence CEDI staff members: Mark Daniels, Community Enterprise Manager, and Annie Dunn, Community Enterprise Development Coordinator. These interviews were designed to collect data on CEDI overall, with particular reference to what the initiative offered sites, and what the BSL saw as the success factors and hurdles for the various sites.

A variety of existing documentation of the CEDI pilot and site progress was also collected.

3 What have CEDI sites achieved?

Of the twelve Neighbourhood Renewal sites where CEDI began working in 2005, eight now have an operational community enterprise and one has an enterprise that will commence trading as soon as renovations are complete. Another site has undertaken extensive business planning since 2005: progress to enterprise start-up is slow due to high set-up costs.

In the other two sites CEDI worked with local agencies to undertake business planning on a call centre business and a catering business. Neither of the business ideas explored was pursued past the feasibility and planning stage—one because of its high set-up costs and the other because it was deemed not financially viable. These lead agencies subsequently withdrew from the CEDI pilot. The Employment and Learning Coordinators in both these sites are currently exploring other enterprise opportunities and developing relationships with local agencies which may be interested in leading the development of a new enterprise.

2005 CEDI Community Enterprises

Diverse CEDI community enterprises have been set up across Victoria (see Table 3.1). Detail on individual CEDI sites is provided in Appendix B. The current status of the 2005 CEDI enterprises is shown in Figure 3.1.

Table 3.1 Initial CEDI sites and enterprises, December 2006

Site	Enterprise	Activity	Status
Broadmeadows	HomeGround Garden Maintenance Service	Gardening and landscaping	Trading
Chadstone	n/a	n/a	Exploring ideas
Colac	Envirologs	Production of firewood substitute	Planning
Corio	Rosewall Training Café	Café/hospitality training	Trading
Doveton	Celebration Catering	Catering	Trading
Eaglehawk	Bright Street Enterprise Hub	Milk bar/café/training centre	Pre start-up
Heathdale	Heathdale and Neighbours Community Shed (HANCS)	Gardening	Trading
Latrobe Valley	Don Rods	Fishing rod production	Trading
Maidstone–Braybrook	Maidstone–Braybrook Gardening and Landscaping Enterprise	Gardening and landscaping	Trading
Seymour	Renovation for Renewal	Home maintenance/gardening	Trading
Shepparton	Just Romans	Roman blind production	Trading
Wendouree West	n/a	n/a	Exploring ideas

Figure 3.1 Status of CEDI enterprises, December 2006
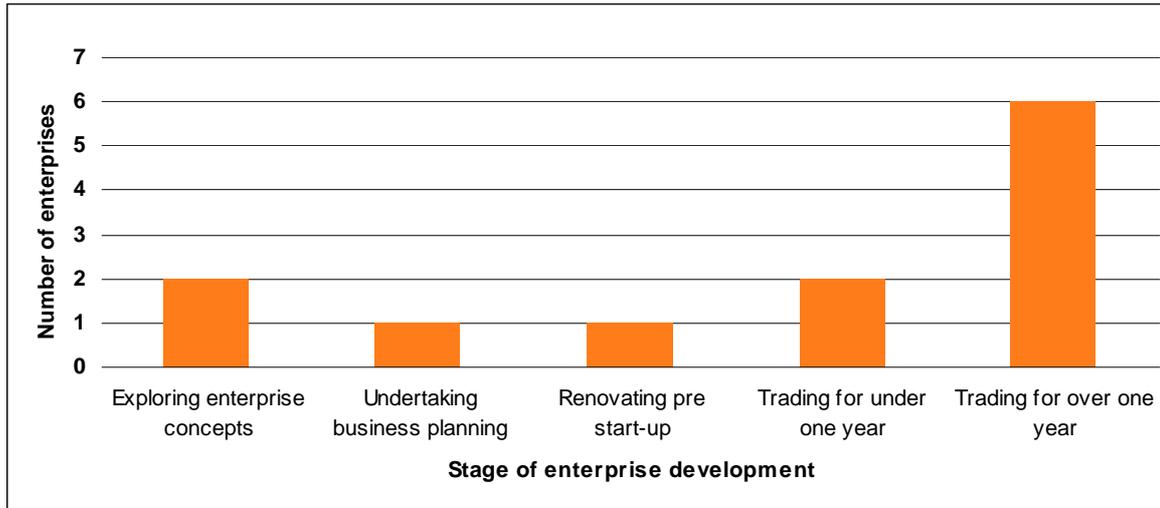
Investment and outcomes

Resources and funds from a range of sources were required to achieve the development and start-up of community enterprises in these sites. Total investment across the 12 pilot sites, at the end of 2006, is estimated in Table 3.2. Although the lead agency often provides substantial resources to their community enterprise, this support is difficult to quantify so it has not been included as a dollar total here. The contribution of lead agencies is estimated for the three case studies (see Chapter 5).

Table 3.2 Investment in CEDI pilot sites, to December 2006

Source	Investment to date
Department for Victorian Communities CEDP	(2005) $135,000
	(2006) $44,118
Brotherhood of St Laurence	$135,000
Neighbourhood Renewal	$40,000
Lead agency	varied*
Other	$615,820
	(including $251,820 from other DVC funds/grants)
Training program funds	$100,000
Total investment	**$1,069,938**
	+ lead agency contributions

* Estimates of in-kind resources for 3 enterprises are in Chapter 5.
** Further information about resources accessed from various sources by CED enterprises is in Table 6.2

Quantifiable outcomes from this investment, like employment and volunteer opportunities, are detailed in Table 3.3. By the end of 2006, the number of paid employees had increased from the end of financial year total to 48 staff (23.9 EFT). Other important benefits of CEDI are outlined in Chapter 4.

Table 3.3 CEDI outcomes

Category	30 June 2006	30 June 2007 (Predictions of site managers)
Number of CEDI community enterprises operating*	8	9
Number of paid employees (including trainees)	39 (includes 10 students paid piecework)	57 (includes 10 students paid piecework)
Paid employees measured as number of equivalent Effective Full Time (EFT) positions	17.4	28.9
Number of volunteers	37 (includes 15 Work for the Dole participants)	51 (includes 15 Work for the Dole participants)
Number of enterprise employees who received vocational or accredited training	14	34

* Two of these enterprises (Corio and Shepparton) were already operating in some form prior to the BSL's CEDI program.

4 What were the benefits?

There is a wide range of potential benefits that derive from developing and implementing a community enterprise concept—from filling a gap in local goods and services provision to job creation to building welfare agencies' business skills. As these examples suggest, benefits can be assessed on three main levels: the local area and its residents; employees and volunteers in the enterprise; and the lead agency. Because the CEDI pilot worked most directly with the agency, those benefits are discussed first.

For the agency

One of CEDI's key goals is to build the capacity of the welfare agencies they work with to develop and run community enterprises. One way this review attempted to gauge whether this had occurred was to ask the agencies whether they had established or considered establishing another community enterprise. In both Broadmeadows and Seymour, a new position—enterprise manager—had been created as a result of CEDI, and both enterprise managers intended to undertake business and/or feasibility planning on a number of community enterprise opportunities in the coming year. In total, eight of the twelve sites, in survey responses and face-to-face interviews, indicated that they had considered establishing another community enterprise.

The CEDI managers are often developing new skills and capacities through these experiences. Alan Wood and Adam Cockerell (from Broadmeadows and Seymour respectively) both acknowledged the steep learning curve of stepping into the role of enterprise manager – including improved business planning and marketing skills:

> I feel much better writing the business plan now than I would have twelve months ago anyway. I reckon I know the business now and going out [to work] with the worker is … [helping me] learn more about the business by doing some hands-on stuff. So I think I can write a better business plan now because I've learned so much more over the last twelve months. (Enterprise manager, HomeGround)

When asked what they saw as the main benefits of their community enterprise for their agency, survey respondents all referred to the potential of the enterprise to create employment and/or training pathways for their agency's client group. About half of these responses specifically mentioned the benefit to the agency of running something that paid for itself (that is, was not reliant on government funding).

> The greatest benefit is that we can undertake our core business of providing support to people and creating opportunities through a self-sustained model. So that's what attracted us to social enterprise: we can do everything that we believe in and it pays for itself. And it be a meaningful experience not just another employment program—this is real, it is changing lives. We want to do a lot more of it. (Enterprise manager, Cutting Edge)

For the employees and volunteers

CEDI agency representatives all pointed to the employment and volunteer opportunities generated by a community enterprise. They cited the benefits to employees and volunteers of getting work experience and developing skills, and of gaining recognised qualifications and certificates through their involvement.

> Just Romans [business name] provides a supported pathway for long-term unemployed residents and others into mainstream employment. It also provides a place where volunteers can improve their customer service skills and become integrated with the community. (Employment and Learning Coordinator, GVCHS)

> For the casuals it's made a huge difference to them, their confidence has grown, their preparedness to have a go at doing things … the changes and opportunities that weren't there before. (Enterprise manager, HomeGround)

The eight enterprises that had commenced by November 2006 employed 48 people in full-time, part-time or casual positions. Half of these people received accredited training. Information on these people's employment status prior to commencing with a community enterprise is not available and therefore it is difficult to accurately estimate what proportion of these people were disadvantaged job seekers. However, Mark Daniels, the BSL's Community Enterprise Manager, who has worked closely with these enterprises commented that while the community enterprise 'managers are generally not long-term unemployed, the trainees generally are'.

Twenty-two people volunteered to work in or use their existing skills to support these enterprises in some capacity. An additional 15 volunteers participated in Celebration Catering under the Work for the Dole scheme. Eaglehawk's resident action group—Launching Pad—includes community volunteers, who commented that they were happy that their locality would regain their milk bar and have more convenient access to health services.

For Seymour enterprise employees

Full-time employment and a regular pay-cheque are two of the most obvious benefits for the employees of Seymour's community enterprise (Renovation for Renewal), including a qualified tradesperson who was freed from the uncertainty of self-employment and an apprentice who had previously been a casual labourer. Further, Adam Cockerell commented that the apprentices had:

> … an opportunity that they most probably otherwise would not have got. They're young people who've got challenges in life and they get supported, and it's not just through getting a job …. They get true support, social support. They know that there are expectations, but they're not going to lose their job through a couple of stuff-ups.

For one apprentice the support and encouragement he has received in this job have helped him achieve more than he thought possible:

> This is my first real job, I've only ever worked casual with what dad's done … when I first started I didn't think I'd last two, three months and I've been here for what eight or something. And I'm just amazed at how I'm going … cos I'm one of those people where you've got to motivate me.

Both the tradesperson and the apprentices spoke positively about the qualification and skill development opportunities offered:

> Through the organisation we get to do courses, like first aid course, certificate for electrical safety, testing tag, your red card. (Tradesperson)

> When I was labouring I'd work my butt off, and [get] good money, but I wouldn't learn anything and I'm learning stuff now. (Apprentice)

The apprentices also enjoyed the variety of their jobs and the people they worked with:

> You're not confined in one spot [or] doing the same thing every day … you get to see people during the day, you work on people's houses that you know so that's pretty cool.

> It's close to home… [and I like] the people I work with. It's good during the day, you know—we all get a good laugh and still get our work done.

Asked what they had gained from being involved with this community enterprise, the apprentices responded:

> [The most important thing I've gained is] working every day and not being bored … I've
> never had a full-time job before. I hate doing nothing, [because then] all I want to do is
> drink or something.

> It's a step towards the future in a way. Once we've finished this, say me and [the other
> apprentice] can go together and start our own enterprise or stuff like that.

According to the enterprise manager, Renovation for Renewal has also provided volunteer
opportunities to 'a couple of young people who have an enterprise interest … the opportunity to be
on a board to manage an existing enterprise'.

For Broadmeadows enterprise employees

Broadmeadows' community enterprise (HomeGround Garden Maintenance) employs one full-time
gardener and casual staff from the local public housing estate when it is busy. In an interview with
two staff members, one said:

> You gain a different appreciation of things … I think you realise that what you do have is a
> lot more than other people … Dealing with people in the community—all different walks of
> life. When I worked for myself everyone had money … (here) you learn to adapt and be
> flexible with people. Sometimes when we do big clean-ups we put it on a lay-by system
> and let them pay it off, sometimes it's a big risk but you gotta do it for the people in your
> community, you know?

The full-time employee has undertaken relevant training to update and build on her horticulture
qualifications. One of the casual staff spoke about her improved tool mastery:

> I'm not frightened of the blower anymore—I can use the blower, I can use the mower, but I
> haven't quite mastered the whipper-snipper.

HomeGround Garden Maintenance Service also provides volunteer opportunities, as the full-time
gardener noted:

> We also take a young boy out from Disability Services once a week. He comes to work,
> which is a big challenge, but he's gained a skill and he loves it. He mows, he hedge trims
> shrubs, he'll weed.

For the community

While the most obvious benefits of these eight operational community enterprises are to individuals
employed or training in them, other local residents, and particularly public housing residents who
are the main client group of the gardening and home maintenance community enterprises, may
benefit in a number of ways. Representatives from agencies that ran gardening and/or home
maintenance businesses commented that the main benefits to their local community were the
resulting 'physical' or aesthetic improvements to the area and the improved access to gardening
and maintenance services, especially for low-income people:

> Main difference is we do a lot of work with the elderly, help people with disabilities
> maintain their properties where they didn't have that before and they couldn't afford other
> services like Jim's. So we make it more maintainable and feasible for people in our area …
> We make it easier for them to work in their own properties and we make it so that they can
> afford to keep the service on for their properties. (Broadmeadows, Employee A)

The fact that residents appreciated having a better looking neighbourhood was noted by a
HomeGround employee, who is also involved in the Neighbourhood Renewal Community Survey:

> We're doing that big survey at the moment about the sorts of things people want … and
> people are saying [they want to have] 'pride' … [in their] property … The work

> [HomeGround Gardening] does has enabled people to have a new sense of pride in their homes and I think that's very important … I'm finding that as I'm surveying people that that's coming out and the difference between two years ago and now … [Before] one of the main things that came up was the state of gardens in general and now, even just in the area around Olsen Place, people are actually noticing the difference the service makes.

Non-gardening businesses also felt that the service or product offered to local residents was important. A few agency representatives also commented that they believed there were broader benefits to the community of providing long-term job seekers with employment and work skills. For example, a representative for the community enterprise Just Romans in Shepparton commented:

> Just Romans provides a visual presence to the local community of what can be achieved in employment if you stick with it. It has also provided numerous homes within the area with cost-effective, energy-efficient devices that have resulted in energy and financial savings.

The café/community hub enterprise in Eaglehawk has not commenced operating yet; however it is expected to provide substantial benefits to local residents (the majority of whom are public housing tenants). The hub will house a milk bar/café, training rooms for registered training organisations and the neighbourhood house, and rooms for organisations to deliver health and employment services in an easily accessible location.

5 Case studies

Three stories of CEDI enterprise development in Seymour (a regional centre), Broadmeadows (a northern suburb of Melbourne) and Eaglehawk (part of the city of Bendigo) are presented below. These case studies describe distinct pathways into community enterprise and reflect both shared and diverse motivations, hurdles and enabling factors.

Renovation for Renewal (Seymour)

In 2005 Adam Cockerell was employed at Cutting Edge UnitingCare in Seymour as the Employment and Learning Coordinator for the Seymour Neighbourhood Renewal area. He was made aware through Neighbourhood Renewal networks of the opportunity to put in to the BSL 'a submission for an enterprise to attract … fifteen thousand dollars initial funding'. They submitted two proposals and were awarded funding for a home maintenance business called Renovation for Renewal (RFR). Renovation for Renewal's main social goal is to provide disadvantaged job seekers with training and work experience that will promote their access to mainstream employment pathways.

Cutting Edge, a frontline youth agency and service provider, saw the CEDI funds as an opportunity to redevelop a pilot welfare program into a community enterprise, as Adam explained:

> We'd already developed Renovation for Renewal as a welfare-based model funded through the Premier's Drug Prevention Council [and run] a twelve-month pilot [in 2002] … I'm a carpenter by trade and my colleague … is a qualified landscape-gardener. … So we put together a package based on existing staff skills, were successfully funded, and we renovated a number of buildings in the community and had huge success … So when this [CEDI money] became available we thought let's dust that one off. [The welfare model] was an expensive model. This way we can still have the same philosophy of the welfare model in providing opportunities for young people but it's self-sustainable.

Cutting Edge decided to spend $10,000 of CEDI's seeding grant on hiring a consultant to help with business planning. This was an experienced business person with a close relationship to Cutting Edge and knowledge of the previous welfare model of RFR. The remaining $5,000 went toward start-up costs. The business plan developed by the consultant focused on private home maintenance opportunities, since there were few local tradespersons willing to do smaller jobs. Adam Cockerell said this planning was made redundant when RFR was offered 'a unique opportunity to do the Office of Housing maintenance [works] … and so the Business Plan kind of went on the shelf and we said "Let's start" '.

Before the Office of Housing contract offer, the plan had been to 'try and get some capital funding so that we [RFR] could have a chunk of dollars so we could start—wages covered, more tools etc'. However, with the incentive of the Office of Housing contract, the board of Cutting Edge decided to take the plunge and finance RFR's start-up, Adam said:

> We knew we were going to go into the first year with about a $20,000 loss capital set up. We believed that that wasn't going to be a problem. We certainly didn't get the level of work [from Office of Housing] that was indicated we would get … [so] we were kind of skating on thin ice there for a few months … we've now [come through that ok and recently] won a defence housing contract in our own right.

It is important to note the role the agency played in getting RFR through those lean times. After one year, Cutting Edge was carrying a $70,000 (largely cash flow) deficit. Adam said that 'without the capacity of Cutting Edge to cover the backlog, well it [RFR] just would have stopped'.

With active support and commitment from Cutting Edge's board and executive officer, an Enterprise Development Subcommittee was established to govern the community enterprise.

Cutting Edge board members as well as members of the local business community sit on the subcommittee and bring practical business and financial management experience to the table. Adam said of the subcommittee:

> They're people I knew that I could rely on to provide me with feedback and [business] skill development.

Renovation for Renewal now employs four full-time staff—two tradespersons and two apprentices, who are also public housing tenants—having started out with the two tradespersons each at half time. The tradespersons manage day-to-day operations and supervise one apprentice each, while Adam manages the business overall. As a qualified youth worker, Adam also handles disciplinary issues and provides social support to the apprentices. For much of the first year RFR reduced its costs by operating out of Adam's backyard shed.

> We've just taken on a lease for a workshop. So the boys are now slowly moving out of my shed, which is great!

For Cutting Edge, the ultimate goal of RFR is to provide increased employment and training opportunities for locals. As Adam explained:

> We want a core team of employees but then once we've got four or five [qualified tradesperson] staff on we'll create opportunities by taking on young people who wouldn't get a job otherwise … train them up [as apprentices] for twelve months, socially support them, then showcase them to the other builders in the area.

This model aims to provide disadvantaged young people with work skills and practical carpentry skills to make them more marketable employees. However, with the two teams working at capacity in late 2006, to make the next step towards this goal they need to grow:

> Once we take on more work we need more staff, we need vehicles, we need to replicate basic tool requirements for that team. The capital to grow it … that's the biggest issue [for the success of RFR].

In late 2006 Cutting Edge hired a new person to take on the ELC role. Adam's title changed to Social Enterprise and Program Manager, which included managing Renovation for Renewal:

> Basically what occurred is through my role as Employment Learning Coordinator we created enough work that it became too much [for one person to manage] and we had to restructure to reflect the growth.

Further, Adam states that Cutting Edge's involvement with CEDI has given the Seymour agency a new way of paying for their work:

> It's redefined the nature of our operations down here. The social welfare industry is a very competitive industry, there's very limited funding for youth. … Of four community service organisations that do client service delivery [locally] … we're the smallest and the newest. Effectively, as the youth dollars regressed, [without community enterprise] we didn't have much future down here.

The investment made to date in Seymour's community enterprise and CEDI outcomes to the end of 2006 are outlined in Table 5.1.

Table 5.1 Investment and CEDI outcomes in Seymour, December 2006

Investment source	Amount
Department for Victorian Communities (CEDP)	$11,250
Brotherhood of St Laurence	$11,250
Neighbourhood Renewal	$3,750
Lead agency – Cutting Edge	$100,000
	(Management during establishment, vehicle, trailer and associated tools including telecommunication & OH&S package)
Other	$17,500
	(Marketing plan produced by student, business advisor's time, workshop)
Total investment	$143,750

Outcomes	Number
RFR employees, including casuals and manager (EFT)	8 staff (5.2 EFT)
Enterprise employees who received vocational or accredited training	7
Volunteers	7

HomeGround Garden Maintenance Service (Broadmeadows)

HomeGround is one of Melbourne's largest housing and homelessness organisations. From its' Broadmeadows office, it auspices HomeGround Garden Maintenance Service, which has been operating since August 2005. Alan Wood, previously a program manager for HomeGround, oversees the enterprise. The success of this gardening enterprise has allowed HomeGround to dedicate a position to the development of this and other community enterprise opportunities (including removals, cleaning and home maintenance).

HomeGround houses the Neighbourhood Renewal Community Development worker for Broadmeadows. As that worker's manager, Alan was linked in with Neighbourhood Renewal networks. Alan explained how HomeGround became involved with CEDI:

> I had witnessed … communities' desires for employment and training opportunities for residents …. [and so] I was hoping that community enterprise training opportunities would somehow happen [in Broadmeadows]. We managed to get some funding for a tool library as part of Neighbourhood Renewal … and the Brotherhood said 'Hey do you want to run a community enterprise?' … We sort of went 'We're trying to get a tool library happening here and the community has said they would like their gardens better maintained' and the area improved and so that all fell together.

As a provider of homelessness services, HomeGround 'were quite aware that people had limited opportunities to break out of that cycle of homelessness and unemployment and poverty' and had been 'thinking there needs to be something else within this system to break some of the cycles'. They saw in community enterprise the potential to create some cycle-breaking opportunities for their client group in a way that was self-sustaining:

> Being within a sector that relies on tendering for government contracts, we were drawn to the opportunity to try and establish something that could sustain itself … so that we would have the control and manage it in a way we saw fit.

Setting up and running a community enterprise presented HomeGround with significant risks: the financial risk of investing in a new business and their inexperience in business. But, as Alan explained, the BSL's CEDI pilot and HomeGround's gradual approach helped mitigate those risks:

> We don't run businesses, we run services. So it was a risk for us to think we're going to run a business here that will have to prove itself, and that's been a huge challenge for someone like me who's come from the service sector not the business sector. And virtually no one in the organisation is from the business sector. But the risk was mitigated by the Brotherhood being there to support us and to provide some seed funding—and by just adding it to my work we didn't take anyone offline (which we have done now)—so we didn't really run too much financial risk.

The enterprise grew very slowly, using gardening tools and machinery from the tool library that was set up with a grant from NR and 'had money from the Brotherhood to give us some [more] machinery'. Alan hired a gardener part-time and they started mowing lawns at no charge 'just to see how it worked'. Then they 'needed a vehicle and so the Ford Motor Company … who'd supported HomeGround for a long time … donated a vehicle':

> Then we promoted it more heavily, got more work and then our biggest step from there was to try and find some secure, ongoing work … We concentrated the business inside the Neighbourhood Renewal area initially with the advertising, but to get some regular income we negotiated with the transitional housing provider, St Vincent de Paul, and said to them 'We're running a community enterprise here. You know who we are … is there an opportunity for us to garden your properties?' And they agreed, and they've given us more properties [to maintain] over time … [Over time] we've got better equipment and do more work … [both] in the sector … and a couple of [local] businesses … So we built up the business gradually using our sector [by saying] 'Why wouldn't you support us? We're part of the sector, we employ local people, we employ our general client group'.

As the business has grown, the gardener role has moved from a part-time to a full-time position and she received accredited training. The business also calls on casual staff living in the NR area when it gets busy.

HomeGround Garden Maintenance Service's social purpose is two-fold: to improve the look of the community by providing a service to Neighbourhood Renewal residents 'that will go in and tidy up the place, and do it at a reasonable cost' and:

> The other side is to get it to a situation where we can take trainees through it—that should be the main social benefit but we're not there yet.

> [We've been trying to set up a traineeship but] we've found people that haven't stayed … whenever you do traineeships you generally just give them a taster. They come in and work for you for a little while [before you ask them] 'Do you want to sign up?' And so far the people haven't really wanted to do it.

Their contracts with St Vincent de Paul and another transitional housing provider allow them to subsidise a low-cost gardening service to NR residents:

> People in these areas can't afford to have a mowing service come in every three weeks and mow their lawn, so most of our clients are irregular, but when they want it we'll do it … Those other services say 'If you want me I'm going to do it and I'm going to do it every two or three weeks because that's how I make my money'. Well we can't do that so we just have irregulars. So that's why we supplement, we have to supplement—it was never going to work, we found out, just running a normal sort of gardening service in that area [because] people can't afford it and won't do it, so it has to be supplemented.

Now that HomeGround has moved Alan into the role of Enterprise Manager, he is looking forward to growing the business by devoting more energy to marketing and tendering for contracts, using the skills he's learnt over the last two years to write a business plan, and being a more hands-on manager.

The investment made to date in Broadmeadows' community enterprise and CEDI outcomes to the end of 2006 are outlined in Table 5.2.

Table 5.2 Investment and CEDI outcomes in Broadmeadows, December 2006

Investment source	Amount
Department for Victorian Communities (CEDP)	$11,250
Brotherhood of St Laurence	$11,250
Neighbourhood Renewal	$3,750
Lead agency – HomeGround	$19,500
(Trailers, other equipment, staff time in establishment, site costs, promotion costs, van registration and signage)	
Other	$12,000
(Storage of vehicle at Broadmeadows Disability Service, use of Tool Library Equipment, Ford Econovan)	
Total investment	$57,750

Outcomes	Number
Enterprise employees, including manager (EFT)	5 staff (2.5 EFT)
Enterprise employees who received vocational or accredited training	1
Volunteers	0

Bright Street Enterprise Hub (Eaglehawk)

Bendigo Access Employment (BAE) is a Bendigo community service provider that also services outer suburbs of Bendigo including the Eaglehawk and Long Gully Neighbourhood Renewal area. BAE employs Fred Langenhorst, the NR Employment and Learning Coordinator. His role is to develop and strengthen local employment and learning opportunities. When Fred received an email from an NR contact at the Victorian Department of Human Services about the BSL's CEDI pilot and the attached seed funding, he was keen to make it work for Eaglehawk.

The enterprise concept was a milk bar. The NR community survey of Eaglehawk's public housing residents had identified that they felt the lack of a local milk bar was a problem, particularly for those who did not own a car.

> The shop is a project that people really wanted to see happening. (Eaglehawk community service provider)

Since the last milk bar closed down with the introduction of the GST, people have had to walk quite a distance to buy food and have been deprived of a community focal point:

> The milk bar used to be a meeting place for the young people. Since that's gone there's nowhere for them to sit and have a bit of privacy. [This new hub/café will] give them someone to get advice from, someone to say hello to. (Member of Launching Pad, a residents' action group)

To further benefit the area, the empty rooms behind the milk bar will be turned into a community meeting room and consulting rooms for outreach service delivery, including Maternal and Child Health services.

Fred commented that the CEDI opportunity served as effective leverage to get the project he was already interested in pursuing off the ground. Using CEDI's seeding grant to pay for architectural/building plans gave Fred something concrete and professional to take to potential

funders. He also did 'a lot of [business] viability planning with support from Mark Daniels and students from RMIT'.

> So we had a business plan, drawings and costings. We had robust information to take to funding bodies.

This planning process saw the business concept shift from a milk bar to a café–milk bar as a more financially viable model. Hence CEDI enabled Fred to craft a strong submission to government and other funders that resulted in Bendigo Access Employment winning funds to renovate the empty local shop and create a community hub.

To help secure the future of the community hub the board of Bendigo Access Employment (BAE) agreed to purchase the building that housed the old milk bar. Fred said the board had the resources and 'liked the idea of a viable business [the milk bar/cafe] financing a community centre and local service delivery centre'. BAE purchased the building in May 2006. The main risks to BAE would be if the business failed to break even after the second year (a start-up budget includes funds to carry it through until then) or if the real estate depreciated in value.

The Bright Street Enterprise Hub, as the milk bar complex is known, secured $82,000 from the Neighbourhood Renewal Infrastructure Grant, $132,000 from DVC's Community Support Fund, and $40,000 from the City of Greater Bendigo. These monies covered the cost of the building renovations, including installing a commercial kitchen and adapting the space to suit its new purposes.

To help ensure that the renovations would be of maximum value to the area, BAE sought input from Launching Pad, a residents' group set up by Neighbourhood Renewal that guides local community development initiatives. The café–milk bar will create employment for six local people: a manager and an assistant manager, and four part-time trainees who will probably do a certificate in hospitality and/or retail.

Renovations to the property were underway in late 2006 and Fred anticipated being open for business by April 2007 with a full complement of six staff. The training and outreach service rooms will also be completed by then.

The investment made to date in Eaglehawk's community enterprise and CEDI outcomes predicted at June 2007 are outlined in Table 5.3.

Table 5.3 Investment and predicted CEDI outcomes in Eaglehawk

Investment source	Amount to December 2006
Department for Victorian Communities (CEDP)	$11,250
Brotherhood of St Laurence	$11,250
Neighbourhood Renewal	$3,750
Lead agency – Bendigo Access Employment (BAE)	$250,000
	(Project management costs and overheads, purchase of enterprise premises)
Other	$254,000
	(NR, DVC Community Support Fund, local council)
Total investment	$530,250
Predicted outcomes	**Number to June 2007**
Enterprise employees, including manager (EFT)	6 staff (4 EFT)
Enterprise employees who will have received vocational or accredited training	4
Volunteers	14

6 How did they do it?

Choice of community enterprise

A feasible business idea in an industry or service area where the lead agency has existing skills or networks, or can obtain those skills relatively quickly and cheaply, is a common success factor. Of the nine enterprises already operating or about to commence trading, three are gardening enterprises, one does gardening as well as home maintenance, two manufacture a single product (Roman blinds and fishing rods), two are cafés and one is a catering business. These enterprises do not rely on high-level technical knowledge or expertise.

Further to the issue of start-up costs, of these clusters, home and gardening maintenance enterprises have required comparatively low initial investment—purchasing tools but often relying partially on volunteer workers and in-kind donation of storage facilities. The basic manufacturing enterprises used existing infrastructure, as did one of the cafés, and thereby reduced their start-up costs. Hence, selecting an enterprise concept that requires modest start-up funds and limited technical expertise results in quicker commencement.

Support and resources accessed

Lead agency

Because the establishment of any business is challenging, with many obstacles to be overcome, the commitment of a lead agency and its board to the business planning and start-up of a community enterprise is key to maintaining momentum in these early stages. None of the CEDI enterprises could have been established without support and resources. In the case of these enterprises, these were supplied by a lead agency.

Each of the three lead agencies interviewed had contributed direct financial resources: in Eaglehawk, for example, it spent $220,000 on purchasing an empty milk bar. And each agency had dedicated substantial staff time towards the business planning phase, establishment and ongoing management of their community enterprise. In Broadmeadows and Seymour, full-time positions dedicated to the growth and management of in-house community enterprises had been created by the lead agency by late 2006.

The positions demonstrate the commitment of these lead agency boards to establishing community enterprise as part of their organisation. In Eaglehawk where a dedicated Community Enterprise manager was not in place, the lead agency demonstrated their support for community enterprise by committing staff time to the business planning and feasibility processes. It is interesting to note, and will be discussed further in Chapter 8, that five of the ten lead agencies that have enterprises operating, soon to be operating or have a solid enterprise concept, also house the Neighbourhood Renewal Employment and Learning Coordinator (or the Neighbourhood Renewal Community Development Worker) for that site. These workers are funded by the Department of Human Services. They provide the agency that houses them with additional capacity compared with other agencies, and with direct links to Neighbourhood Renewal networks, to the Department for Human Services and the Office of Housing.

Support from BSL CEDI

> CEDI provided an incentive to make enterprise a priority … In a very busy job, the enterprise could easily have slipped into the 'too hard' basket, but the workshops etc. kept the enterprise in focus as a priority. (ELC)

This quote from one of the ELCs involved in the CEDI pilot draws together two key factors that many of the sites recognised as making a big contribution to their enterprise achievements. These

are the seeding grant and the enthusiasm, community enterprise knowledge and ongoing support that are brought to the table by the CEDI team. The training sessions and workshops held by CEDI and the one-on-one assistance and advice provided by the CEDI project manager were most frequently mentioned in response to the survey question 'What was the most useful support or assistance your agency received from CEDI?':

> The workshops, the brainstorming with Mark Daniels [project manager], the support for the operational manual, nothing was ever too much trouble. (ELC)

> Skilling up/professional development for ELC who was responsible for enterprise development. This occurred both formally through the CEDI Workshops and also informally through networking and availability of [CEDI] Project Manager to discuss options and learning from other sites. (ELC)

Also, three sites out of the twelve specifically mentioned the seeding grant as the most useful assistance they received from CEDI.

The interviews in three sites, and with CEDI staff, provided a more detailed picture of the types of assistance provided by CEDI.

Training and support

The CEDI team provided a business plan template and assistance and feedback to the sites individually; they offered to link sites with student volunteers who could help develop marketing plans; and in Seymour the BSL CEDI project manager helped develop a 'business operating system which [the lead agency says] has been a huge asset'. CEDI also helped the lead agencies to connect with people from whom they could learn:

> I've had to convert from being a manager of various homeless services to being the manager of a business—I've learnt a little bit more all the time. … Mark [Daniels] got me in touch with a guy who was from the Macquarie Bank—he's a bit of a mentor as well ... so someone experienced in business like that. If I can make a bit more sense of the business plan and marketing strategy and go to someone like him and talk it through I'll be in a much better position. (Enterprise manager, HomeGround)

The workshops in 2005 and the follow-up network event run in mid-2006 were highly valued by Seymour's Enterprise Manager:

> The workshops with the two Jasons were incredible. Getting some really fantastic business-minded people, having access to them, so that you could put your issue forward—whatever it be at the time—and then [have it] discussed as part of a group. That was incredible. The review at 12 months on was the first time I could sit down and talk about it and just get some perspective myself. [Otherwise] you're just buried in it … I remember leaving it and thinking 'I've got so much better perspective through that opportunity than through anything else' because you had people that could feed back credible information.

The Broadmeadows enterprise manager commented that it was very helpful to know that there was someone willing to provide advice and support when he needed it; and for that person to come from the welfare/community development sector because they had a better understanding of his multiple responsibilities and the social outcomes he was seeking. Also, he spoke about CEDI's unique role in getting him access to training and business skill development.

> [The training is] a learning experience. And where else was I going to get that sort of stuff from? Nowhere. So to me it was good. What was I going to do? Do a small business development course? No. So whatever it was it was useful … because it's got me to the stage where I am now.

CEDI staff saw their role as keeping the enthusiasm going for their community enterprise projects.

CEDI grant

Eight of the twelve sites spent the full $15,000 grant offered by CEDI by December 2006 (see Table 6.1). Two further sites spent the majority of the funds, with $2000 still available to TESA in Doveton, and $5000 to Kurnai Secondary College in the Latrobe Valley. In Wendouree West, the lead agency spent $5000 on backfill for internal staff to do a feasibility study before they withdrew. Similarly, in Chadstone the lead agency spent $2500 subsidising staff to undertake a feasibility study, before withdrawing when the study found the business would not be financially viable.

CEDI monies were spent in two broad ways: business planning and/or start-up and equipment— with the one exception of Eaglehawk, which spent $5000 on architectural drawings (see Table 6.1).

Table 6.1 How sites spent CEDI grant (end of 2006)

| Site | Planning* | | Start-up expenditure | Total spent |
	Details	Expenditure		
Broadmeadows	$2,200 consultant $5,000 management support	$7200	$7800	$15,000
Chadstone	Staff backfill	$2500	Nil	$2500
Colac	$5,000 consultant $10,000 staff backfill	$15,000	Nil	$15,000
Corio	$3,000 consultant, $5,000 staff backfill	$8000	$7000	$15,000
Doveton	$3,000 consultant, $5,000 staff backfill	$8000	$5000	$13,000
Eaglehawk	Architectural drawings	$5000	$10,000	$15,000
Heathdale	Consultant	$4000	$11,000	$15,000
Latrobe Valley	Consultant	$2500	$7500	$10,000
Maidstone–Braybrook	Consultant	$2000	$13,000	$15,000
Seymour	Consultant	$10,000	$5000	$15,000
Shepparton	Consultant	$5000	$10,000	$15,000
Wendouree West	Staff backfill	$5,000	Nil	$5,000

* Note: All monies recorded in this column were spent on either business planning or feasibility studies except for $5,000 spent on architectural drawings by Eaglehawk.

Additional help needed

Half of the twelve sites commented that they would benefit from additional assistance. Perceived needs fell into two categories: human resources support and additional capital.

Three site representatives mentioned human resource assistance. This included information on 'becoming an employer'—for example, about relevant awards and how to set up salary packaging, and support and training for new enterprise employees.

The other sites mentioned wanting extra assistance with accessing grants. One site representative commented that they would have liked 'greater financial support, particularly in the early days of the enterprise'.

External organisations and bodies

As Figure 6.1 shows, of the ten site representatives that answered the question, half had worked with five other organisations in the development of their enterprise (or enterprise concept). Two

had worked with more than five organisations. The remaining three had worked with either two or three other organisations.

Figure 6.1 Number of other organisations, alongside lead agency, working toward enterprise development, end of 2006
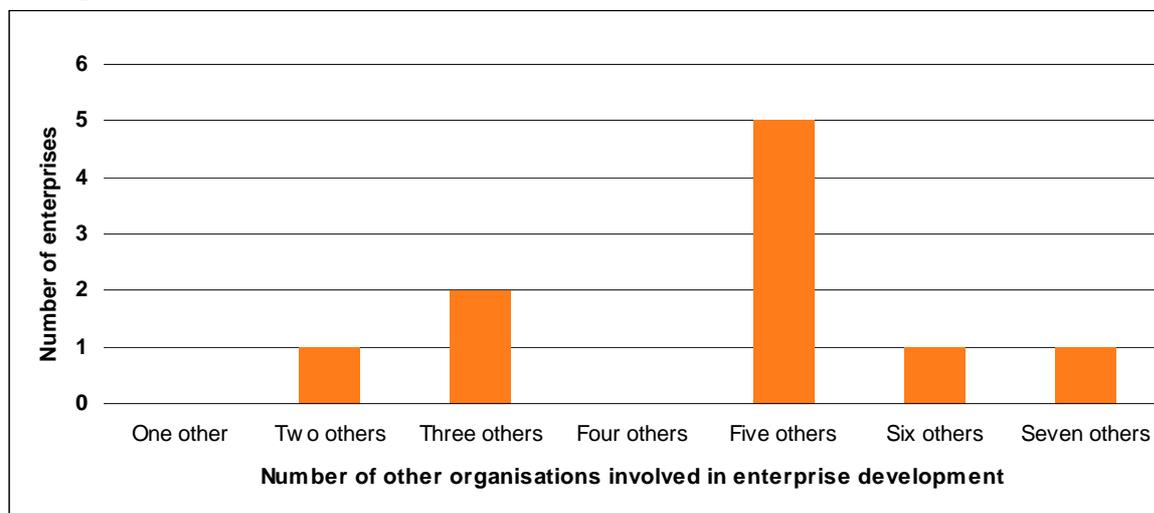
Note: Two sites did not respond to this survey question.

Thus the majority of CEDI sites have sought collaboration and assistance from five or more other agencies or bodies in trying to develop a successful and viable community enterprise.

CEDI project manager, Mark Daniels, sees the networking skills of the lead agency's community enterprise driver as an important criterion for ultimate success. Networks can promote a cash-strapped enterprise's access to financial support and in-kind resources or become an effective marketing avenue for community enterprise products and service.

CEDI used Neighbourhood Renewal's networks to access the twelve sites and ELCs played key roles in establishing many of the CEDI enterprises. As well as the time dedicated to these enterprises by ELCs, Neighbourhood Renewal networks provided the three gardening/maintenance enterprises with access to Office of Housing (and related) contracts. The CEDI project manager Mark Daniels views contracts as assisting enterprise viability:

> I think Neighbourhood Renewal really came to the party too. Perhaps them putting contracts on the table that these agencies could pick up changed it too and made it very serious and achievable.

Resources

Site representatives were asked to detail the resources they had accessed to build their community enterprise (see Table 6.2). Other than the CEDI grants and the BSL CEDI team, which all the agencies worked with, the most frequently mentioned source of resources or support was the local council. The (Victorian) Department of Human Services and Department for Victorian Communities were also mentioned by seven of the eleven sites. Two sites mentioned receiving resources from Australian government departments.

One of the biggest potential barriers to growth and start-up of any enterprise is lack of capital. In private enterprise, the standard way to access capital is borrowing. None of the not-for-profit organisations involved in this pilot decided to take out a loan to support the new community enterprise. Instead they tended to redistribute income from other areas in their agency and/or sought grants and assistance from local and state governments.

Table 6.2 Financial and in-kind resources accessed by CEDI enterprises

Site	In-kind support	Financial support*
Broadmeadows	Van (Ford) Depot (Broadmeadows Disability Services) Access to tool library (DHS funded)	Nil
Chadstone	No information**	No information**
Colac	No information**	$9,000 (FaCSIA)
Corio	No information**	$35,000 (local government) $25,000 (DVC) $30,000 (ACFE)
Doveton	No information**	$10,000 (DVC Workforce Participation Partnerships) $60,000 (DEWR Work for the Dole)
Eaglehawk	Advice (Launching Pad Residents' Group)	$82,000 (DHS) $132,000 (DVC)
Heathdale	Premises and advice (local council, Smith Family)	$208,000 (DHS)
Latrobe Valley	Advice and assistance (NR, service organisations, local council, Hazelwood Power)	Nil
Maidstone–Braybrook	Depot, estimated value $8500 p.a. (local council) $32,000 Vehicle (DoTARS)	$30,000 (DHS)
Seymour	Marketing plan, value $5000 (RMIT student) Depot, value $5000 (enterprise manager) Business advice, value $7500 (local businessperson) Advice (Central Ranges Local Learning and Employment Network)	Nil
Shepparton	Advice and support, value $500 (Small Business Counselling Service) Depot (local council)	$44,820 (DVC CRISP) $50,000 (DVC)
Wendouree West	No information**	No information**

*Excluding BSL $15,000 grant.

** 'No information' means that no information was provided in the site's survey response on this topic.

The amounts of money and in-kind resources accessed by the different sites do not necessarily correlate with their relative success and community benefit. Enterprises have different start-up costs—for example, it costs a lot more to renovate and set up a café than to build fishing rods at school, and lead agencies have different capacities to finance their new enterprises. Ultimately, eight (soon to be nine) enterprises drew together sufficient resources to start. However this does not mean that they would not be operating more efficiently, or with broader impact, if they had had more resources initially:

> It would have been fantastic to get one hundred and fifty thousand capital, [we] could have done heaps with that. (Enterprise manager)

Note that the figures provided in Table 6.2 do not include the lead agency's expenditure on the community enterprise, which can be high, especially in start-up and growth phases when they may be paying staff and purchasing necessary equipment before the business is earning enough income to cover its costs. Lead agencies may find it hard to estimate the cost of developing a community enterprise as in-kind resources put towards enterprise planning and start-up are not rigorously recorded.

Contracts

Four out of the eight operational community enterprises are currently servicing contracts which bring in the majority of their income. Three have undertaken Immediate Improvement landscaping works, which are directly connected to Neighbourhood Renewal and Office of Housing, and one (Broadmeadows) is applying to undertake this work. These three enterprises (Maidstone–Braybrook, Seymour and Heathdale) also have a separate contract relationship with Office of Housing to do other public housing maintenance works. Broadmeadows' HomeGround Garden Maintenance Service has established contract relationships with transitional housing providers.

Such contract relationships help community enterprises by assuring them of an income stream for a given period of time. This reduces the risk of starting a new business that fails to earn enough income to sustain itself.

Local residents

Lead agency representatives and relevant ELCs estimated that over 70 local residents have been involved in the development of these twelve enterprises and enterprise concepts. Resident involvement, reported by seven of the 12 sites, included serving on a residents' group or committee, volunteering in the enterprise, or volunteering accounting or other business skills to support the enterprise.

The voices of local public housing residents, and their perceptions of local needs, were captured in each Neighbourhood Renewal site by a Community Survey and the results made available to the community. Two of the site representatives interviewed, from Broadmeadows and Eaglehawk, referred directly to the findings of this survey as influencing their choice of enterprise.

7 Where to from here?

The future for the twelve sites

Although the CEDI team has been working with these twelve sites since early 2005, it is still early days in the lives of these community enterprises. Eight have commenced trading since 2005, and none has been trading for longer than two years. Most of these enterprises are pursuing growth strategies—including looking for capital to support expansion, marketing to increase their client base or tendering for contract work. As community enterprises they are motivated by achieving their social goals, and this can influence the means they use to achieve growth. For example, when asked what resources or partnerships might help ensure the longer term success of the business, the Seymour enterprise manager responded:

> Certainly a philanthropic or corporate partner … we're going to explore tool providers, hardware, we've started negotiations with Mitre 10. We're going to try and use our tax deductibility status to get benefits [donations]—cheap material … Every dollar we save means that we can put another kid on … Instead of every dollar going into paying loans and paying vehicles, with those partners in place, it means we can do more in the community.

Alan Wood, from Broadmeadows gardening enterprise, recognises that the low-cost gardening services the enterprise offers local public housing residents are not financially sustainable on their own. However, as the enterprise is committed to providing this social benefit, Alan seeks to balance the losses sustained with profits made from servicing other client groups, including local businesses.

Sites whose lead or auspice agency withdrew from the enterprise project (as occurred in Chadstone and Wendouree West before the enterprise idea got off the ground and in Heathdale after the enterprise started) are all currently seeking the commitment of a new agency. The ELCs in Chadstone and Wendouree West are both housed by DHS, and both are exploring new enterprise ideas as well as looking for an agency to auspice the resulting enterprise.

On top of the two main challenges of securing commitment from an agency and accessing adequate capital and income to maintain and grow the enterprise is the problem of having the business skills and tools to manage the enterprise effectively. Many of the people involved in these community enterprises are from a welfare or service background as opposed to a business background, and so have needed to learn 'on the run' while setting up and running a new enterprise. While they have developed new skills over the last two years, they will need to continue to build on these skills into the future. As mentioned previously, many survey respondents commented that the training and support and links to business knowledge CEDI has provided had been helpful. One enterprise representative commented that they would like to establish a simpler accounting system to keep track of business expenses and revenue. Another feels able to update and review the business plan.

The future for CEDI

CEDI has grown and moved into another phase since it started working with these sites in 2005. Nevertheless, the findings above that refer to where the 2005 sites are headed should be considered as the CEDI team continues to provide them with support.

To date there seems to have been a good match between the enterprise planning, funding and development needs of the sites and the assistance provided by CEDI. The business planning tool, as well as assistance with plan development and/or feedback, and training sessions delivered by CEDI, has been useful to the sites. The business planning tool and feedback provided by CEDI are likely to be useful to new and growing enterprises in the future.

There is space for further business skill development and training, perhaps in the areas of human resources or accounting and finance (as mentioned in surveys or interviews by a few of the sites). As the businesses are at different stages and likely have different development priorities, CEDI should continue to foster relationships between people willing to volunteer their business skills and enterprises seeking those skills.

On top of the CEDI seeding grant, the CEDI team have provided individual sites with assistance and advice on tenders and other grant applications. Advice and links to potential sources of growth or infrastructure capital are also likely to be valued by sites trying to grow their enterprises.

The most challenging issue for CEDI is how to secure a new lead agency when one pulls out. Without a lead agency there is no one to auspice or resource the new enterprise. Discussions are continuing at several sites, but the situation is yet to be resolved. This is likely to be an ongoing issue affecting CEDI outcomes.

As the sites progress CEDI will need to be increasingly responsive to a range of needs in the kinds of training and support it offers.

8 Discussion

Why community enterprise?

It is clear from this research that the state government's hopes for community enterprise—assisting locals to better meet local needs and increasing work related opportunities—are well aligned with those of CEDI agencies. While starting and running a community enterprise was recognised by agencies interviewed as a somewhat risky endeavour, all CEDI agencies asserted that they were involved because a successful community enterprise would advance their mission. For example:

> The community enterprise puts the mission statement of GVCHS into action. Just Romans provides a vehicle that can be used for publicity and it can also increase client service for GVCHS [Goulburn Valley Community Health Service]. (ELC, Shepparton)

CEDI agencies' missions have had a strong influence on the resultant community enterprise/concept—the majority of enterprises ultimately aim to promote access to training and mainstream employment for disadvantaged local residents. This focus on employment and training is not necessarily seen in community enterprises more generally (which may fall into many different categories, for example, co-operatives) (Talbot et al. 2002). Hence, employment outcomes resulting from government funding for community enterprise might reasonably be expected to increase where funding is targeted to organisations with similar goals.

Also, a few CEDI agency representatives specifically mentioned the potential added benefit of their organisation being less reliant on government funding (which can vary from year to year), as the enterprise begins to fund its own activities and social goals.

Mitigating risk and enabling start-up

Risk-averse CEDI agencies

The financially risk-averse behaviour of not-for-profit welfare organisations is demonstrated by the fact that none with which CEDI has worked so far has been willing to take out a loan, even when the business plan predicted that future income would cover the initial outlay. CEDI staff also commented on this characteristic. The CEDI project manager went on to talk about the reduced risk that comes with a work contract:

> These are very conservative organisations [that we're working with] … NGOs are risk-averse around financial issues. This is a very big leap for these agencies to get into a terrain where they can actually, potentially, lose money. So that's why you need a contract or a big agency. One of the two. Even [being] a big agency, would the Brotherhood have done it [set up community enterprises] without contracts?

At least one agency has also shown a high degree of caution in its slowly, slowly approach to starting up its enterprise. Alan Wood from Broadmeadows described the financial hurdles of a welfare organisation trying to establish an enterprise:

> We could have gone 'holus bolus', and probably been more effective, but it was never going to happen. That's not our business … we were never going to say 'right, let's go out and buy a new tractor'. So we'll buy old stuff and we'll get better [stuff] as the money comes in. [HomeGround] have put money into it, because the business is still not paying for itself yet. [But] we have that huge advantage over some person trying to do it themselves, in that they've got to try and feed the wife and kids or whatever it might be [from the profits] and we don't.

As a NGO itself, the BSL has succeeded in understanding the issues of agencies involved with CEDI and tailored its support accordingly, with a strong focus on developing their business skills.

Contracts and social procurement

Contracts, if they can be secured, are a very effective way of mitigating the risks, enabling enterprise start-up and promoting the overall financial viability of the business. In practice, securing a contract has accelerated the start-up of three community enterprises and contributed to the expansion of a fourth. These positive impacts suggest that promoting community enterprise access to contract opportunities is a key path to enterprise success.

Promoting the benefits to their local communities of practising social procurement may be an effective way to get local councils and other socially aware businesses to support community enterprise. Social procurement is a tender process that looks at the social outcomes of hiring a particular business to undertake a contract, not just at how cheaply they can provide the product or service. For example, a gardening business that employs and trains disadvantaged local people to undertake contract maintenance works provides a greater social benefit than a standard gardening business.

DVC's Community Enterprise grant system

Data on how the twelve 2005 CEDI sites chose to spend the CEDI seeding grant (see Table 6.1, p.19) showed that most devoted a high proportion of the grant to start-up and equipment costs, and a smaller proportion to business planning. The Community Enterprise Grant available from DVC, which has replaced the CEDI grant for the 2006 CEDI sites, provides up to $50,000 for business planning but no dedicated funds for business start-up—the grant will not fund the 'purchase of property or land' (DVC 2005). While it is recognised that business planning is an important contributor to enterprise success, lead agencies can more easily use existing staff resources to fulfil these requirements than they can find the cash resources needed to meet start-up costs (for example purchasing tools or refitting a commercial kitchen). Hence, start-up finances will remain a pressing need for many agencies attempting to start a community enterprise.

This is likely to be a significant funding gap for agencies interested in starting a community enterprise, as agencies in the pilot have been unwilling or unable to take out loans for business start-up or business growth. It will be interesting to track the 2006 CEDI sites' start-up under these different conditions.

Findings from the 2005 CEDI sites suggest that the access to start-up funds provided by the seeding grant played an important role in mitigating the financial risk undertaken by the lead agencies and enabling the community enterprise to commence operation.

Neighbourhood Renewal and CEDI

Neighbourhood Renewal and CEDI are an excellent fit. Without the resources brought to these twelve sites by Neighbourhood Renewal, CEDI might not have resulted in the start-up of nearly as many enterprises as it has to date. This is not a criticism of the initiative, which provided assistance well tailored to the needs of the not-for-profit agencies involved, but an acknowledgement of the synergy that exists between the two initiatives' goals and structures.

Alongside the community enterprise seeding grant made available to the sites by CEDI, the key resource that enabled agencies to dedicate time and effort to the enterprise project was the Employment and Learning Coordinator (ELC). The ELC is a position funded by DHS under Neighbourhood Renewal, and housed in or close to each Neighbourhood Renewal site, often (but not always) in a community welfare organisation. This person's job is to promote access to learning and employment opportunities in their site, which fits very closely with CEDI goals. This has allowed small not-for-profit welfare organisations to get involved in a community enterprise project without running a financial risk—because the ELC can devote time resources to an enterprise project without taking time out from managing or delivering core, income generating, agency programs or services.

The benefits to CEDI of collaborating with Neighbourhood Renewal were made possible by DVC's support of a whole of government approach to building a fairer Victoria.

The Employment and Learning Coordinator

Table 8.1 lists the twelve NR sites where CEDI began work in 2005. For each site it details where the ELC is housed, which agency took ownership of the community enterprise planning and development, and lastly, the operational status of the enterprise.

Table 8.1 CEDI sites, ELC location, lead agency and enterprise status, December 2006

Site	ELC housed by	Lead agency	Enterprise status
Broadmeadows	City of Hume	HomeGround**	Operating
Chadstone	DHS	Previously Craig Family Centre, yet to find replacement	Currently no solid enterprise concept or lead agency
Colac	Colac ACE	Colac ACE	Not operating
Corio	CREATE*	Rosewall Neighbourhood Centre	Operating (extended existing enterprise)
Doveton	City of Casey	TESA	Operating (using Work for the Dole funding)
Eaglehawk	Bendigo Access Employment	Bendigo Access Employment	Due to commence trading in early 2007
Heathdale	CREATE*	CREATE*	Operating
Latrobe Valley	Recruitnet	Kurnai Secondary College	Operating
Maidstone–Braybrook	Victoria University	BSL	Operating
Seymour	Cutting Edge UnitingCare	Cutting Edge UnitingCare	Operating
Shepparton	GVCHS	GVCHS	Operating
Wendouree West	DHS	Previously BEST, yet to find replacement	Currently no solid enterprise concept or lead agency

* CREATE has withdrawn from the CEDI project and no longer houses the ELC, whose position has not been refilled.
**HomeGround does house the NR Community Development Worker.

The table shows that in five out of the twelve sites the ELC was housed by the not-for-profit community organisation that became CEDI's lead agency. Enterprises at four out of these five sites are already operating or about to commence trading. The exception is Colac, where the planned enterprise will require substantial capital or a contract that guarantees adequate product demand for a sustainable start-up.

The ELCs in two further CEDI sites were housed by not-for-profit community organisations: CREATE (Corio) and Recruitnet (Latrobe Valley). However, unlike in the other five sites, these organisations did not become the lead agencies for those sites, although CREATE was involved in Heathdale's community enterprise.

In the other five sites the ELCs were housed in regional DHS offices (Chadstone and Wendouree West), two with local council (Broadmeadows and Doveton) and the other with a university (Maidstone–Braybrook). Three of these five sites currently have an operational CEDI community enterprise—two were established with assistance from the site ELC.

The high number of sites that house an ELC and are also the lead agency for their site's CEDI enterprise may be simply the result of the CEDI recruitment and selection process. However, it is more likely that the extra resources brought by an in-house ELC increases community organisations' capacity and interest in taking up the CEDI challenge. External ELCs can also encourage and enable local agencies to start community enterprises. Of the 15 sites which CEDI began work with in 2006, only four are NR areas. As these sites are in their early stages, it is yet to be seen whether so many agencies without the resources brought by NR structures can achieve enterprise success.

9 Conclusion

This research has found a range of beneficial outcomes stemming from the Brotherhood's Community Enterprise Development Initiative (CEDI) pilot in 2005. CEDI worked with twelve lead agencies in 2005 to help them develop community enterprises and continued its support in 2006. Of those agencies, a total of eight, almost nine, community enterprises are trading.

The lead agencies are interested in starting up community enterprises because they see this as a path to help local residents and their general client group, increasing the services and assistance they can provide, and potentially creating pathways to employment, without relying solely on government funding sources. The agencies have also benefited from CEDI training and advice, through the improved business skills of their staff, and therefore their own improved capacity to start-up community enterprises.

So far 48 paid employees of these eight enterprises (including 10 students paid by piecework) have benefited directly from job opportunities. This figure is expected to rise to 54 by mid 2007. In 2005–06, 14 people newly employed by these eight community enterprises received accredited training. The employees include disadvantaged job seekers and public housing tenants. Thirty-seven volunteers have also benefited from involvement in these twelve enterprises in some capacity.

Local residents have benefited from the services and/or products being produced by these community enterprises—for example, the aesthetic benefits of gardening and home maintenance services being provided to public housing tenants.

To achieve these benefits the CEDI lead agencies have followed diverse pathways that depend on the enterprise type and set-up costs, among other things. Keys to successful start-up noted in this report were all things that in some way mitigated the financial risk faced by the lead agency in establishing a community enterprise:

- CEDI itself reduced the financial risks by providing access to a seeding grant and offering expert advice and training in required business skills.
- The agency board support and financial resources to carry a new community enterprise through early cash flow problems reduced the likelihood of complete collapse of the enterprise before it was properly established.
- The Employment and Learning Coordinator, especially where also housed by the lead agency, provided additional capacity that did not have to be funded from the agency's own income.
- Contracts—guaranteeing an income stream for a certain period—are a particularly useful for mitigating financial uncertainty during start-up.
- The organisational partnerships and agency networks provide access to extra resources to support fledgling community enterprises and can provide a market for services or products.

The benefits demonstrated so far by these twelve sites are largely proportional to the size of the community enterprise, because the major benefits are employment and enterprise products and services. Hence, moving forward, factors that hamper a community enterprise's growth are of serious concern. One of the main obstacles identified by the lead agencies interviewed and surveyed here is a lack of start-up and growth capital and an unwillingness to meet this financial deficit by borrowing. While the CEDI team can explore ways of overcoming these hurdles for their target sites, a much more effective and more widely valuable solution would come from government. For example, an extension of the Department for Victorian Communities' Community Enterprise Grant scheme to encompass access to capital for start-up or enterprise growth would certainly promote the extent and range of benefits of community enterprise to communities across Victoria.

References

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Talbot, C, Tregilgas P & Harrison K 2002, *Social enterprise in Australia: an introductory handbook*, Adelaide Central Mission, Adelaide.

Appendix A   Review of the CEDI project: lead agency survey

The basics

1. Your organisation: _____

2. Your position title: _____

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

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

    _____

    _____

    _____

5. 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. Operating for more than 2 years

    e. Pre start-up   j. Other: _____

6. 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: _____

Your CEDI Community Enterprise in figures

	2005–06	2006–07 (Predicted)
1. Total number of paid employees (including trainees)	_____ people	_____ people
2. Paid employees measured as number of equivalent Effective Full Time (EFT) positions	_____ EFT	_____ EFT
3. Total number of volunteers	_____ people	_____ people
4. Total number of employees who received vocational or accredited training	_____ people	_____ people
5. Income generated	$_____	$_____
6. Percentage profit of income generated	_____ %	_____ %
7. Number of clients (if applicable)	_____ clients	_____ clients
8. Number of direct competitors locally (estimate)	_____ businesses	_____ businesses

Resources accessed by your enterprise

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

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

3. Please detail the types of financial or other resources your enterprise has accessed through partners and other sources:

Source (e.g. local council grant, residents' association)	Details (e.g. building, $4000)

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

Support for developing your community enterprise

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

    _____
    _____
    _____
    _____

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

    _____
    _____
    _____
    _____

3. Apart from what is currently available through CEDI, what other assistance or support would your community enterprise (or concept) find useful?

    _____
    _____
    _____
    _____

Benefits of community enterprise

1. 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: _____

_____

_____

_____

Sustainability and success

1. What key resources or conditions enabled (or will enable) your agency to start-up and run a viable community enterprise?

_____

_____

_____

_____

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

_____

_____

_____

_____

Any other comments:

_____

_____

_____

_____

Appendix B CEDI community enterprises at December 2006

Broadmeadows **Lead agency**: HomeGround **Name**: HomeGround Garden Maintenance Service **Description**: Gardening enterprise **Social purpose**: To provide low-cost garden maintenance services to public housing residents **Status**: Trading for over one year **Employees**: 4 (1.5 EFT)	*Chadstone* **Lead agency**: None **Name**: N/A **Status**: Exploring enterprise concepts; ELC looking for new lead agency
Colac **Lead agency**: Colac ACE **Name**: Envirologs **Description**: Enterprise will produce a substitute firewood product using sawdust waste from local Colac timber mills. **Social purpose**: To create local jobs and training opportunities for disadvantaged job seekers in the timber industry **Status**: Enterprise has high start-up costs that have not yet been met, currently undertaking business planning.	*Corio* **Lead agency**: Rosewall Neighbourhood Centre Inc. **Name**: Rosewall Training Cafe **Description**: A café and catering business that delivers accredited and non-accredited training in hospitality. **Social purpose**: To provide training and work experience opportunities in hospitality to long-term unemployed people. **Status**: trading for over one year **Employees**: 1 (0.5 EFT) **Volunteers**: 5 Number of people who received accredited training in 05/06: 87
Doveton **Lead agency**: Training and Employment Australia (TESA) **Name**: Celebration Catering **Description**: To produces Christmas cakes for sale and cater for local functions providing training and volunteer opportunities under the Work for the Dole scheme. **Social purpose**: Proceeds of sales go to breakfast club programs; provides training opportunities **Status**: Trading for over one year **Employees**: 2 (1 EFT) **Work for the Dole volunteers**: 15	*Eaglehawk* **Lead Agency**: Bendigo Access Employment **Name**: Bright Street Enterprise Hub **Description**: A milk bar/café that will also provide an accessible space for community meetings, training programs, outreach service delivery. **Social purpose**: To reopen the community's milk bar and create a community hub that provides local access to training and services. **Status**: Due to open in April 2007, renovations pre start-up

Heathdale

Lead agency: None (Previously CREATE Geelong)
Name: Heathdale and Neighbours Community Shed (HANCS)
Description: Shed is yet to be built. Community enterprise currently operates a volunteer provided mowing service while seeking further funding to pay for the shed. Also undertook Immediate Improvements work.
Social purpose: To provide a community space to run training programs and other community building events.
Status: Trading under six months
Employees: 2 (EFT 0.4) plus 2.4 EFT during Immediate Improvements
Volunteers: 5

Latrobe Valley (Churchill)

Lead agency: Kurnai College
Name: Don Rods
Description: Students build custom-made fishing rods and are paid per rod produced
Social purpose: To provide young people from socio-economically disadvantaged families with work experience and insights into running a business.
Status: Trading for over one year
Students involved: 10
Volunteers: 3

Maidstone–Braybrook

Lead agency: Brotherhood of St Laurence
Name: Maidstone–Braybrook Gardening and Landscaping Enterprise
Description: Provides gardening, landscaping and energy retrofitting service to the western suburbs and is currently contracted by Office of Housing and by St Vincent de Paul.
Social purpose: To provide training and employment opportunities for local residents who are unemployed and improve the look of the local area
Status: trading for over one year
Employees: 9 (6 EFT)
Predicted income 06–07: $650,000

Seymour

Lead agency: Cutting Edge UnitingCare
Name: Renovation for Renewal
Description: Does home maintenance and garden works under contract for Office of Housing and Department of Defence, and for local residents.
Social purpose: To provide training and employment pathways for disadvantaged job seekers and basic home maintenance services to local residents
Status: trading for over one year
Employees: 8 (5 EFT), including 2 apprentices
Predicted income 06–07: $240,000

Shepparton

Lead agency: Goulburn Valley Community Health Service (GVCHS)
Name: Just Romans
Description: Manufacture and install 100% blockout Roman blinds in low income households
Social purpose: To provide a supported pathway into mainstream employment and to help low income people save money on their energy bills.
Status: trading for over one year
Employees: 12 (EFT 8.5)
Predicted income 06–07: $222,000

Wendouree West

Lead agency: None (Previously BEST)
Name: N/A
Status: Exploring enterprise concepts; ELC looking for new lead agency