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An assessment of community-based social enterprises in three European countries: Case study appendix

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Millfields Trust, Plymouth



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Photo: Nick Bailey

Summary

Millfields Trust is one of the longest established and most active community businesses in the South West in an area of considerable deprivation. Since 1998 it has acquired four buildings on the former Royal Naval Hospital site and buildings and land on Union Street. It now provides over 130 business premises mainly designed to accommodate new and small businesses. The Trust funds a charity, Millfields Inspired, which runs a programme to widen the horizons of primary school children in the area. Plans for the future include completing the redevelopment of sites on Union Street for a variety of uses, running a training programme on textile design and the possible purchase of housing for refurbishment and to be let to people in housing need. The Trust is very well supported by a council which is very sympathetic to community businesses and social enterprise.

Origins

The Millfields Community Economic Development Trust (Millfields Trust) was set up as a company limited by guarantee in 1998 to enable local people to contribute and manage the regeneration of the Stonehouse

neighbourhood in Plymouth.

Its core business is the rental of commercial premises on two sites in the Stonehouse neighbourhood. It manages over 130 business premises, ranging in size from 120 to 1500 square feet.

The initiative to set up the Trust came from both local pressure in Plymouth's second most deprived ward and a supportive local authority. At the time there was funding available through a number of regeneration programmes and the European Union such as the European Regional Development Fund (ERDF). As the Chief Executive expressed it:

The City Council had the foresight to look around for models and there was already one operating in the city which was about putting assets in the hands of the community which enabled the community to run them and enabled them to try and solve their own problems and to give them an asset, a building block on which to build an organisation which could sustain itself from trading and also take a longer term view on what was needed to regenerate that community.

In the spring of 2000 the Trust took a lease on three buildings on the site of the former Royal Naval Hospital, now called The Millfields. As a result of this success the Millfields Trust was asked to manage the former Jaeger clothing factory in Union Street, now called the HQ Business Centre. This offers a further 43 business premises suitable for small to medium sized businesses, The Mary Seacole Road building was built within the hospital complex. Other buildings and sites have been acquired along Union Street which are being developed in four phases. There are now about 130 business premises with 90+ tenants who employ about 300 people.

Employment is one of the key factors in revitalising a community and improving its long-term prospects. The Millfields Trust is contributing to the regeneration of the Stonehouse neighbourhood and the city by focusing on job creation and the development of business.

The area of activity

Stonehouse was once a vibrant area with businesses, shops and a theatre along its main street, Union Street. Much of the area was redeveloped after the war and contains a high proportion of council housing. It now has many vacant shops and business premises along the main road, Union Street, and has lost much of its industrial base.

Stonehouse is a neighbourhood within the St Peter's and the Waterfront ward. It is the second most deprived ward in Plymouth and had a total population of 10,476 in 2013. 23.9 per cent of the population was claiming some form of welfare benefit in 2013. This is above the city-wide figure of 11 per cent. 8.1 per cent of the working age population were claiming jobseekers allowance in 2013 compared with the city-wide figure of 3.7 per cent.

The rate of anti-social behaviour was 94.6 per 1,000 population in 2012-13. This is above the city-wide figure of 39.5. The rate of all crime was

208.3 per 1,000 population in 2012-13 compared with 72.4 for the city as a whole. Educational attainment is very low: 35.5 per cent of pupils achieved five or more A*-C grades at GCSE (including English and Maths) in 2012-13 compared with 61 per cent for the city.

Like much of the UK, Plymouth has suffered from reduced public expenditure and investment since 2008. Unlike many cities, Plymouth is fully committed to promoting social enterprise. Its Local Economic Strategy Review 2013-14 (p.7) states:

Social enterprise city

Building on our unique strengths and assets is at the heart of our approach. Capitalising on our new status as one of the UK's first Social Enterprise Cities, we will work with residents, communities and institutions across the city to drive economic growth and community regeneration through social enterprise.

Plymouth City Council runs a Social Enterprise Investment Fund to assist social enterprises to scale up their business and there are several other active social enterprises in the city (for example, CATERed provides lunches for all city schools). It also supports and funds feasibility studies into asset transfer from the public sector.

Cllr. Penberthy is a ward member for Stonehouse and has taken a personal interest in promoting social and community enterprises throughout the city particularly when the Labour Party was the majority party in the early 2000s. He is on the Trust board and Chair of Millfields Inspired.

Management and business model

The Millfields Trust provides a platform to enable small and medium sized business to grow and develop. A package of measures including, high quality affordable accommodation,

flexible tenancy terms and sub-market rents (where necessary to support new enterprises) are used to attract and support business. It relies heavily on EU grants, loans from the Local Enterprise Partnership and leases from the city council at below market value. In 2016 its assets were valued at £7.6m.

The Millfields Trust is a company limited by guarantee and more recently a community interest company. It is a democratic organisation with membership open to anyone over the age of 17 and living in Stonehouse. Any member is entitled to stand for election to the Board of the Millfields Trust. The Board consists of seven community directors, two ward councillors from Plymouth City Council and two business directors, reflecting the commitment to working in partnership. The Board is elected on an annual basis from its membership and an Annual Review is published on the website. The Trust employs eight staff and has no volunteers apart from those on the board.

The Trust has also set up a subsidiary charity called Millfields Inspired funded by about £45,000 a year from the Trust's surpluses. This focuses on the social purpose, rather than economically driven social purpose. It works with children in year five in primary schools on a programme called 'widening horizons'. This tries to give young people with very limited experience a much wider perspective on what they could do in later life. All seven local schools are signed into the widening horizons programme, excluding the private preparatory school. The first year four programme is building towards 2020 with four marching banners made in collaboration with the College of Art for the Mayflower celebrations in 2020, the 400th anniversary of the Pilgrim Fathers sailing from Plymouth. The aim is to make young people aware of things and career opportunities beyond their normal horizons. They are now also considering a year six programme

although there are not any secondary schools in the area. Millfields Inspired has been awarded a grant by the People's Health Trust to deliver 'Grow Stonehouse', a project working with local residents to develop four sustainable community gardens.

Projects and activities

The Trust currently lets out four buildings:

- Creykes Court: one of the former hospital buildings on the Royal Naval Hospital site.
- Three buildings on Mary Seacole Road: built on land adjoining the Hospital buildings. The Trust is negotiating an extension of the lease with the city council.

In Union Street it has:

- HQ Building: held on a 25 year lease from the city council until 2007 when the freehold was transferred.
- Genesis Business Centre: completed in 2015, has been built on land within the demise of the HQ building using an ERDF grant, a LEP loan and a contribution from the Trust's reserves.

All the above are divided into small business units (11 – 190 sq.m.) and let on flexible terms to small businesses and social enterprises. It also owns the Lord High Admiral pub in Stonehouse Street to the rear of Union Street which may be used for training in catering at a later date.

The city council gave the buildings on Union Street on 25 year leases but wrote off the rent in each case. The Chair said: 'No money changes hands, it's just book keeping. We went to the Leader and said, "look, we want you to give it to us". They gave this building and the site for £1'.

In redeveloping the site there are four phases A, B, C and D. C was done first (the Genesis building). D is the site of the former Mazda garage but "we've persuaded the Homes and Communities Agency to sell it to us which they eventually did. National

government kept saying they had to make the most of their assets". It is currently used by the Plymouth Scrap Store. They intend to build a youth enterprise project on this site. There are longer term plans for sites A and B for more business units and possibly some community space for events and meetings.

The Chief Executive noted

'We would like to engage the children early on and to help them catch up. We'd like to follow them all the way through secondary school to eventually get to the point where we have an enterprise centre for young people that links in with what we currently do and links in with support for business. So if you're a young person coming out of school or under 26 and want to start a business and we can provide a route into careers.'

The Trust is also investigating the possibility of acquiring some terraced housing, carrying out repairs and letting it at below market rents. It is also working with the City's College of Art and Design to establish a textile design studio in the former Jaeger building (now the HQ Building) in order to undertake both training and production.

Governance

Continuity is ensured since both the Chair of the Trust and the Chief Executive have been in post since its foundation. The management board is made up of a total of eight directors, including two ward councillors and one representative of the business tenants. In addition there is one honorary president and three honorary vice-presidents. A solicitor attends meetings as an advisor.

The Chief Executive is the main link between the staff and board members and he ensures the trustees are provided with all the necessary information to make management decisions. An annual review is published every year and a newsletter is published when appropriate.

Interviewees record that it is always difficult to recruit volunteers to the board with local connections but also with relevant skills and motivation.

Evaluation

The Trust has not carried out any systematic evaluation of its progress or performance although these are regular topics of debate at board meetings. Benefits include employment opportunities; the redevelopment of a run-down part of Union Street and charitable activities to raise the aspirations of primary school children living in the area.

Conclusions

The Millfields Trust has identified a particular need in the area for small workspaces in order to support new and emergent small businesses and social enterprises. It has expanded since foundation in 1998 and has been much helped by financial and other support from the city council as well as ERDF and LEP funding. It has a consolidated land ownership in Union Street which will gradually be developed over the next five to seven years and it will continue to generate benefits for local people and local schools through the charity. The Trust is also able to promote a much longer term vision through Millfields Inspired, whereby children in local schools are encouraged to consider a much wider range of career opportunities than has been usual in the past.

Key findings

- A focus on industrial and commercial units with over 130 business premises let to new and small businesses in an area of deprivation;
- A company limited by guarantee and community interest company with a board made up of local people, a tenant, and councillors;
- Funding provided towards a charity which targets future generations in local schools to introduce them to career opportunities;
- A supportive local authority willing to offer reduced rents and to transfer leases on beneficial terms;
- Clear and entrepreneurial leadership from the Chair and Chief Executive.

Summary table

	Millfields Trust, Plymouth
Year set up/by	1998, set up by a group of local residents with support from the City Council.
Legal status	Company limited by guarantee, community interest company, separate charity. Open membership for anyone over 18 living in the area.
Management	The Board consists of seven community directors, two ward councillors from Plymouth City Council and two business directors.
Location	Stonehouse neighbourhood in St Peter's and the Waterfront ward in Plymouth.
Population	About 10,000.
Aims	To promote the regeneration of the Stonehouse area through the provision of work space and employment, and encouraging children to raise their aspirations and open up new work opportunities.
Assets	A variety of buildings and housing with an asset value of £7.6m.
Staff employed	A small central management team and more than 90 business tenants employing about 300 people.
Strategy for growth	Continually review the existing services and to identify new opportunities to improve the range of services delivered. Develop available sites for a mix of uses including business premises and acquire additional assets when opportunities arise.
Finance (2016)	Investment property £7.6m, turnover £790,000, administrative costs £307,000.

OrganicLea, East London



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Hornbeam Centre
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(market stall, support for
community food growing
projects)

Open Day at OrganicLea. Photo: Nick Bailey

Summary

OrganicLea describes itself as a workers' co-operative and company limited by guarantee which is in business to provide locally grown, organic fruit and vegetables to local people as well as providing employment, training and volunteering opportunities. It has two bases in Waltham Forest, one of which is a 4.8 hectare site with glasshouses where over 100 different varieties of fruit and vegetables are grown. It also runs a box scheme to supply local residents and restaurants and is looking to develop similar opportunities in other East London boroughs.

Origins

One of the co-op members, Marlene Barrett, describes the origins thus:

It started in 2001. The initial idea was to look at the Lea Valley's food-growing heritage and to grow more food in London. So letters were sent to neighbouring boroughs in East London and Waltham Forest came up with an allotment site just round the corner which was underused. So they allocated 6 blocks and for about 8 years there was a voluntary scheme of people looking after

those plots collectively. This was mainly people living in Walthamstow. We ran some training courses, developed a relationship with North Leyton Surestart programme near the Hornbeam centre. In 2006 we had more interaction with other food projects through the Women's Environmental Network and a consortium of people looking at productive neighbourhoods. From that we had a meeting with the Allotments Association and other organisations in the borough and had a vision of a food-hub at the Hornbeam and we started a market stall with a consortium of co-operative of farmers from East Anglia. They said they would provide the produce and we would run the market and pay them back for the produce.

The area of activity

OrganicLea focuses on the area around its two centres at Hawkwood plant nursery and the Hornbeam Centre in the London borough of Waltham Forest but it is increasingly working with a network of similar organic farmers and horticulturalists in East London. It runs a vegetable box delivery scheme in East London and also supplies restaurants in

central London. The Hornbeam Centre was refurbished in 2008 as a cafe and meeting place with a grant from the Big Lottery's Making Local Food Work programme.

Management and business model

OrganicLea's mission statement is:

'We produce and distribute food and plants locally, and inspire and support others to do the same. With a workers' co-operative at our core, we bring people together to take action towards a more just and sustainable society.'

All surpluses are ploughed back into the organisations. In some years they made about £20,000 surplus with a turnover of about £500,000. Income from grants varies between 30-70 per cent of the total. The box scheme makes the most profit and the intention is to double this in size in coming years. Funding from FarmStart [funded by the Esme Fairbairn Trust] is being used to assist others to develop similar organisations. OrganicLea prefers to enable others to set up similar co-ops rather than expand itself and then to operate as a network.

Staffing levels are high for a commercial organisation but much effort goes into managing volunteers some of who have learning difficulties.

Projects and activities

Allotments:

OrganicLea began in 2001 with the idea that more food can and should be grown locally in London – and that it's better to work with others than alone. Agreement was given for the project to take on 0.4 of a hectare of once-derelict allotment land situated on the edge of Epping Forest in the Lea Valley.

Over the next two years the land was cleared, raised beds built and a forest garden planted with apple trees, worcesterberries and blackcurrant bushes. Structures created included a

pond, a willow dome and a compost toilet (built into a honeysuckle bush). Annual and perennial vegetables were planted using organic and permaculture principles, working with nature, not against it, to grow food in a sustainable way.

At this site volunteers could work on the allotment and take a share of the produce. Some of the surplus was sold on occasional market stalls and through North Leyton Surestart. Training courses gave other growers a chance to increase their organic growing knowledge and skills. Social events and food celebrations marked the changing seasons.

OrganicLea also works with referral partners such as North East London Foundation Trust Mental Health Service, Waltham Forest Dementia Support Team, Waltham Forest Carers Association, Waltham Forest Social Services, and Enfield Public Health team. Referred volunteers are supported to improve their mental and physical health and well-being by participating in physical activity, being outdoors in a green space, building confidence and skills, being informed about healthy eating, working alongside and supporting others.

Hornbeam Centre, Hoe Street, Walthamstow

Enthusiasm and interest in food issues gradually coalesced into a proposal for a 'local food-hub': a place where local people can get quality local organic produce, find out about food-related issues and develop their own food growing skills.

The Hornbeam Centre provided a physical base for this hub: a weekly market stall was set up on its street corner from September 2006, supplied by small-scale organic farmers from East Anglia and their European partners. With a grant from the Big Lottery's Making Local Food Work programme, the Centre was refurbished in 2008, and activity was increased to include a weekly box scheme, the Hornbeam Café, and support for local gardeners and

allotment holders to sell their surplus to these outlets through the Cropshare scheme.

As well as running Waltham Forest's oldest vegetarian cafe, the Hornbeam runs a wide variety of events for and by the community based around promoting sustainable and low cost living.

Supporting community building

It regularly holds events which give support to people who need a space to meet, such as the Stories and Supper Clubs which occur regularly to give refugees and migrants a chance to meet, learn and tell their stories at the Supper Club events.

Market stall

OrganicLea runs a food and vegetable stall every Saturday outside the Hornbeam cafe. It sells organic and ultra-local sustainably grown fruit and vegetables, homemade bread, jams and preserves. A second stall is run in Leytonstone.



The Hornbeam Centre. Photo: Nick Bailey

Hawkwood plant nursery

In 2007 Waltham Forest Council closed its plant nursery near OrganicLea's allotment site, providing the possibility of significant space outdoors and under glass to increase their own local production and develop a community plant nursery, offering opportunities for all to get involved. The next two years involved lease negotiations,

funding applications, and developing permaculture designs for the land, the social elements of the project and the co-op's own organisational structure. In 2009 the Hawkwood steering group planted the first seedlings in the glasshouses, which enabled them to supply salads, tomatoes, chillis and squash to the market stall and box scheme at the Hornbeam. In early 2010 a ten year lease for the site was signed, and with Local Food funding in place until 2013, the Hawkwood nursery work could shift to a new phase of major indoor and outdoor vegetable and plant production, as well as orchard and vineyard development for future fruit harvests. Work was planned to include regular volunteering opportunities for those with or without previous growing experience, as well as both formal and informal training workshops involving practical work on the site.

Production and distribution

Vegetables, fruit, herbs and flowers are grown on the 4.6 hectare Hawkwood nursery, involving volunteers, trainees, apprentices and course students in the work. They sell produce and some processed goods to their own outlets and to around 20 restaurants, cafes and shops in London. They operate a weekly box scheme [from £25 to £69 per month depending on size] and two market stalls, selling their own produce and produce supplied by farmers in East Anglia, plus some UK-wide and European produce.

Training courses

OrganicLea runs a series of training courses included accredited level one and two City & Guilds horticulture courses in partnership with Waltham Forest Adult Learning Service, as well as offering apprenticeships, traineeships and young people's work placements.

Community outreach

Community gardens are supported on a range of sites around North East London including garden design, volunteering programmes and training

courses. They also offer family activities and community engagement through workshops and activities, and guided tours of the sites.

For the future

Wolves Lane is a 0.8 hectare former plant nursery in Haringey. Over the last few years Haringey Council has been exploring options for the future of the site, which included asking OrganicLea to assess its viability as a food growing, market garden operation along the lines of the Hawkwood Nursery operation in Waltham Forest.

OrganicLea's Farmstart programme is currently supporting new groups of growers to take on new sites, and one such group is London Grown, now formed as a workers' co-operative and developing a community food enterprise at Pasteur Gardens, a 2.8 hectare derelict recreation ground site very close to the Wolves Lane nursery in the London borough of Haringey.

A coalition is turning the Wolves Lane site into a hub for community food enterprise, and preventing the loss of its extensive rare urban glasshouse infrastructure. The aim is for an initiative that grows and distributes sustainably produced food to local residents and businesses; engages a wide range of people in learning and skills activities, and health and well-being benefits; establishes itself as a centre for promoting healthy eating; and offers space for community groups and social enterprises to run activities that benefit the community.

Governance

OrganicLea was set up in 2001 and incorporated as a company limited by guarantee in 2004. There are 15 co-operative members and five others paid part time. Of these, seven are identified as company directors. Work teams elect directors who meet regularly to discuss strategic issues. Others involved include about 25 people employed in sessional work and paid work experience, and 250 people volunteering, who

have opportunities to feed into the organisation through meetings.

OrganicLea has a two-way accountability structure: operational teams elect members to become directors, and the director group sends representatives back to the teams. Strategic management is led by the director group which consists of seven directors including two founder members and two more with at least 10 years' involvement in the organisation. The director group includes senior management and trustees with experience in the voluntary and community sector as well as commercial media and business backgrounds. Operational teams are responsible for day-to-day management, budget control and personnel management issues but a finance committee oversees budget variance of more than £1000 and a personnel committee provides additional personnel support. Clear financial procedures and personnel policies are in place.

Management accounts are produced quarterly and discussed in operational teams before submission to the directors group. Budgets are set by operational teams and approved by the directors. With the support of Big Potential funding, the finance systems have been reviewed and strengthened with training in financial literacy provided for all co-op members.

Outputs

In 2016-17 OrganicLea produced over eight tonnes of organic produce with a value of just over £45,000, distributing it with nearly £70,000 worth of produce from small-scale organic growers and wholesalers. The box scheme grew by 30 per cent during the year. It also:

- Worked with over 160 volunteers, with 80 making a regular commitment. Volunteers contributed an estimated total of 11,400 hours over the year;
- Trained 225 students (124 from schools and 101 adult learners). Of these, 70 participants attended City and Guilds programmes, with a 95 per cent success rate, and 96 achieved AQA accreditation;
- Played an active part in the Community Food Growers' Network and the Landworkers' Alliance;
- Organised popular monthly open days with an average of 120 visitors each time;
- Partnered with eight schools to deliver structured programmes to over 120 pupils, and hosted 14 school visits to the site;
- Facilitated six community projects, supporting garden installation and training at three housing estates;
- Of 48 key crops, 21 showed their best ever yields. Tomatoes were both the heaviest yields and the highest value plant, at 8kg/m² and £33.71/m² respectively;
- Harvested an estimated 1.3 million litres of rainwater in order to reduce the environmental impact.

Financial overview

OrganicLea's income for 2016-17 was £506,541. Expenditure was £517,077, with a net operating deficit (after interest and tax) of £9,283. This was expected as they made investments in infrastructure. Total funds carried forward were £193,162, of which £19,404 is fixed assets.

Income increased by five per cent on the previous year, with self-generated income making up 65 per cent of turnover. They continued to strengthen income generation so as to rely less on revenue grant funding.

Achievements during the year 2016-17:

- An increased numbers of participants received recognition of skills and personal development achievements through volunteering. This work was supported by the Barrow Cadbury Trust;
- New partnerships with alternative education providers;
- Expanding health and wellbeing work using funds from the City Bridge Trust to monitor its impact. The first pilot was a gardening club for people with dementia;
- The Farmstart programme, funded by the Esmée Fairbairn Foundation, supported a new workers' co-operative, London Grown, to establish a new growing site. They then created a consortium to take on the lease of Wolves Lane nursery in Tottenham;
- Began a major refurbishment programme at the Hawkwood site, funded by Power to Change, of which the first priority was renovating the glasshouse, the prime growing space;
- With funding from the Big Potential programme they were able to improve governance, financial management and measuring impact.

Conclusions

OrganicLea is an active community business which operates as a workers' co-operative in an area of East London with significant levels of deprivation. Its underlying principles assert values of community engagement but also promoting health and wellbeing through organically grown fruit and vegetables. It began with a few allotments but now operates on two sites but also distributes produce through a box scheme, deliveries to London restaurants and through two local market stalls. It also emphasises training in horticulture and encourages volunteers including some with learning difficulties and other disabilities. It has expanded since 2001 but has also worked through many other local third sector organisations with similar values and objectives. It aims for replication of a network of similar organisations rather than expansion and increasingly works in partnership with similar organisations.

Key findings

- Developing a model of a sustainable business dedicated to environmental sustainable and healthy living through growing and distributing locally grown organic produce, which can be replicated elsewhere;
- Encouraging an inclusive, participatory approach to horticulture and food linked to training opportunities;
- Distribution of produce through several local channels including a box scheme and markets;
- Monthly open days to publicise activities and regular community events at the Hornbeam Centre.
- Volunteering is beneficial for economic reasons but also creates social and mental health outcomes for people with special needs;
- Expanding services in East London through collaboration with similar organisations;
- Simple governance structure through the company board with representatives of different work areas;
- A commitment to regular reviews of governance and evaluation of impact/outcomes.

Summary table

	OrganicLea, East London
Year set up/by	2001, set up by two keen horticulturalists.
Legal status	A workers' co-operative registered with Co-operatives UK, company limited by guarantee.
Management	A director group consists of seven directors including two founder members and two more with at least 10 years' involvement in the organization. All paid staff are members of the Co-operative.
Location	London Borough of Waltham Forest.
Population	Undefined in East London.
Aims	To produce and distribute food and plants locally, and inspire and support others to do the same. We bring people together to take action towards a just and sustainable society.
Assets	Leases on Hawkwood site in Chingford and the Hornbeam Centre in Walthamstow.
Staff employed	About 15 full and part-time paid staff.
Strategy for growth	To expand a range of services based on their two sites which relate to the growing and distribution of fresh, organic vegetables, fruit and salads. The replication of this model in the London Borough of Haringey to be run as a consortium of similar enterprises.
Finance (2017)	Income £506,500 (+5% on 2015-16), expenditure £517,077 (including capital investment). Trading income 65% of total. Sales of food and plants £245,000.

Goodwin Trust, Hull



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Chief Executive
Peter McGurn

Photo: Nick Bailey

Summary

The Goodwin Trust is a company limited by guarantee and a charity with a wholly owned trading arm and housing trust run entirely by local residents. It was set up in 1995 in the Thornton Estate, an area of largely social housing in the centre of Hull. It has gradually acquired buildings in the area (for example a former old people's home, office space, a college, housing and a church) and has also successfully delivered a series of social programmes aimed at children and young families in need on the estate. It has also contributed to the arts in Hull and is participating in the UK City of Culture 2017. It continues to expand by taking advantage of further acquisitions and contracts as and when they arise.

Origins

Peter McGurn, the chief executive, described the origins of the Trust thus:

'A group of people got together on the estate, mainly from residents' associations. They recognised they had a common strategic interest – 3500 properties, 5000 people. Isolated in some ways, surrounded by four roads, rebuilt as slum clearance after the War. The argument which

started it all was about a plot of land which the council was going to put housing on. Residents said its green space we don't want more housing. This was a battle royal and the objectors won. No community workers, purely community action. A lot of active tenants associations and people were up for it. A golden age of community activity, entirely volunteer led. They persuaded the council to give them an empty shop. The organisation became what came through the door. The organisation just responded to need. They started a job club, computer programme. They persuade the Council to employ someone to do a business plan and that was me. I was given a three month contract'.

The area of activity

Kingston-Upon-Hull is a former fishing, docks and manufacturing town on the east coast of England. According to the Index of Multiple Deprivation 2010 Hull ranks as the tenth most deprived local authority in England (out of 326) – with over half of the city's population living in areas identified as amongst the 20 per cent most deprived nationally. This is a slight increase in the level of deprivation on the rank of 11th in 2007.

Hull has a high proportion of jobs in manufacturing and health compared to national and regional figures. Conversely it has a low proportion of jobs in financial services and insurance and Professional, Scientific and Technical roles. Educational attainment is lower than average and unemployment levels are higher.

The Goodwin Trust operates in the Thornton area which contains a population of about 5000 living in about 3500 council owned flats, some of which are in tower blocks built in the 1960s. There is a small proportion of leaseholders who have bought their flats under the Right to Buy scheme.

Management and business model

The Goodwin Trust is a company limited by guarantee and a registered charity. It has two subsidiary companies: Goodwin Community Trading Ltd with four directors and Goodwin Community Housing Ltd with four directors who are also directors of the main Trust. The latter is registered with the Homes and Communities Agency.

The board has eight members (above), most of whom live in the area or have worked for local voluntary and community organisations. See <http://goodwintrust.org/board/>

The Trust owns assets of about £10m but its income is largely dependent on a variety of public sector contracts. It has built up its asset base by acquiring property and through low cost capital grants and loans. Some of the contracts have been terminated quickly causing the organisation to have a deficit for several years running. In the medium term, it hopes to move back into surplus through capital expenditure, for example on housing.

The Trust employs about seven people in its central team and about 180 in total.

Projects and activities

Childrens' centres: In 2016 the Trust won a four year contract from Hull City Council to provide services for children based at the Octagon and two other buildings. For example:

- 65 place Ofsted registered childcare for children aged six weeks to five years. It offers flexible quality provision from 7.30am-6pm Monday-Friday which include crèche places for parents wanting to take up training and three and four year old early education funding free places.
- Support for local childminders who can use the children's centre services.
- Parenting courses and advice on the ages and stages of children's development.
- Health services including midwifery booking and child health clinics at the Octagon Family Centre (OFC).
- Children's Centre practitioners with advice and information on smoking cessation, practical advice on breastfeeding, weaning, and home safety.
- Children's Centre practitioners offer home visits and more intensive support for families needing it.
- Sessions for parents with new babies that include baby massage, baby signing and baby yoga.
- Stay and play activity sessions for children and parents at the OFC and at outreach centres in the Hessle Road community.
- Training information and access to information and guidance on training.
- Job Centre Plus advice and guidance on seeking work and better off calculations.
- Links to local schools including transition from the Children's Centre.
- Advice and services for young people through the Youth team at the OFC including a teenage sexual health clinic, sports activities on the multi use games area and craft, music and media sessions.

Nursery: this is in the Octagon building takes children between the ages of two and five. It is not subsidised although children aged three get 15 hours per week free. Other age groups are means-tested.

Community cafe: this is located in the Octagon building and provides cheap food and drink to project users, residents and the wider public.

Youth provision: the Trust is delivering over 40 hours of youth work per week as part of the West Area Partnership. They support young people to achieve outcomes in areas such as personal, social and emotional positive activity, voice and influence, and health and wellbeing. They also provide placements for local colleges and the University.

Employment, enterprise & training: A series of courses are delivered to 16-24 year olds (NEETS) in functional skills in maths, English and ICT as well as a traineeship programme. Arts Council funding has also been received to assist small businesses in the Arts sector.

Haven: This project offers psychological support for refugees and asylum-seeker families based on referrals from other agencies. The main project came to an end in 2016 but the psychotherapy service has been continued for a further three years thanks to a Big Lottery grant of £460,000.

Doula: This project seeks to attract volunteers interested in breast feeding peer support and baby massage. Up to 90 new volunteers are recruited each year.

Radio station: WHFM is Goodwin Development Trust's FM station dedicated to providing an outlet for all the communities of West Hull who wish to have their voices heard and their stories told. Staffed almost entirely by volunteers and based in the Darley's Youth & Arts Centre on Porter Street, near the city centre, WHFM has a diverse programming schedule. Among many opportunities

at WHFM is the availability of training for community groups and individuals to learn the skills needed to make radio programmes for broadcast.

FareShare Hull and Humber:

The Trust co-ordinates the distribution of surplus food from producers and supermarkets to over 80 organisations in the region contributing to over 15,000 meals a week to people directly affected by food poverty. This is one of 18 centres across the FareShare UK network.

Housing: The Housing Trust rents out 50 housing units and own 14 retirement homes at outside the area at Sutton. These can only be let to people over the age of 50. It also owns a block of 16 apartments in the city centre which it rents out. Five new houses at Villa Place were completed for rent in 2016. A further development of 41 houses is under construction as a replacement for the HQ building funded by a grant from HCA and a loan from the City Council.

Arts projects

'Estate of the Nation', now in its second year, is a three-year arts and culture project, funded by the Arts Council and the Esmée Fairbairn Foundation, which aims to engage, inspire and motivate local people who may not ordinarily be interested in the arts. The funding includes Andy Pea, who runs a community radio station which is funded by the Big Lottery. He also works with the 'Forget Me Not' Group creating oral histories for broadcast and puppet making as creative release for the over 60's. Carla Moss, the second artist in residence, is spending her time on the estate looking at the sustainability and biodiversity of people and places with projects being created under the title of 'Greening the Estate'. Carla has a studio in a former shop in the heart of the estate and is also working with residents to prepare a neighbourhood plan.

Arts and the UK City of Culture

2017: The Trust has two artists in residence funded by the Arts Council

and a grant from the City of Culture to decorate some of the tower blocks with coloured sheeting to illuminate windows at night ('I Wish to Communicate with You').

I Wish to Communicate with You was an ambitious mass participation project engaging local residents in a major art installation. The Thornton Estate received a full colour makeover with the majority of the 600 residents, living in 240 homes, across the five high-rise tower blocks participating in this large-scale light installation.

Tinted filters were fitted in the communal lighting areas and coloured sheets covered the window panes of each property. As darkness fell a collage of colour is created across the estate, visible to all.

The initial concept for the project was developed by Italian artist Silvio Palladino, Goodwin's artist-in-residence for 2014-15. Inspired by Hull's connection with the sea and traditional seafaring communication methods using coloured flags, his vision is now brought to life by lighting design consultant James Bawn and the people of Hull.

Sharon Darley, Quality of Life Manager at Goodwin Development Trust, said:

"I Wish To Communicate With You is about raising aspirations, self-confidence and improving the quality of life for a community blighted by bad press and negative assumptions. This will be the enduring legacy from the project and local residents will have a more positive understanding of and interest in arts and culture as a result of participation."

This is one of 60 projects to receive funding through the Hull 2017 Creative Communities Programme, which was delivered in partnership with the Big Lottery Fund, a principal partner of Hull 2017.

The Trust has recently acquired a redundant church which is going to be converted to an arts centre, meeting

space and rehearsal room with a considerable 'village green' outside.

Neighbourhood planning: The Trust is taking the lead in assisting residents to prepare a neighbourhood plan for the Thornton Estate under the Localism Act 2011.

A very successful court co-ordinators project at Hull City Magistrates Court was terminated in 2016. This provided counselling and other support to over 900 referrals from 2013-15 ensure that those found guilty did not reoffend. A high proportion had mental health issues.

Governance

As a company limited by guarantee and a registered charity the Trust has a board of nine local people chaired by a former parish priest who was born in the area. Whilst some have served on the board for many years, there has been a considerable turnover of board members since 2015 and these are often difficult to replace.

The board meets once a month and in addition there are three sub-committees: internal services, external services, and finance. Staff are adapting IT systems to ensure that board members receive financial and other information which is easily assimilated.

Evaluation

The trustees and senior management team undertake an annual strategic review of the organisation which is facilitated by someone from the region with appropriate experience. The Trust operates a set of non-financial key performance indicators for each project, which are reported monthly to the external sub-committee. However, since opportunities such as new contracts arise at short notice the board has to operate flexibly and respond very quickly where there are social and commercial benefits to be gained.

Conclusions

The Goodwin Trust has 22 years' experience of operating in an area of predominantly social housing with high levels of deprivation. It has acquired a series of community assets which it has successfully developed in order to deliver a wide range of funded, social programmes focussing on mothers and children, early years' education, food distribution, young people and migrants. A number of successful programmes such as the wardens' scheme and court co-ordinators have had to be curtailed because of public sector cuts. More recently it has expanded into the arts and housing.

Although hard to measure, it has generated an excellent reputation in the area and wider city. All board members are local residents and many of these, as well as key staff, have provided a high level of local knowledge and professionalism.

Key findings

- Locally based with strong local identity and resident-led;
- A wide range of assets and commercial and socially orientated programmes;
- Access to new funding opportunities in the arts and housing;
- The director and Chair have many years' experience providing 'entrepreneurial' leadership.

Summary table

	Goodwin Trust, Hull
Year set up/by	1995, set up by a group of community activists on the Thornton Estate.
Legal status	Company limited by guarantee and a charity.
Management	A board of 9 local residents.
Location	Thornton Estate, Hull, East Yorkshire.
Population	About 5000.
Aims	To develop the community and to reduce deprivation through the acquisition of assets in order to deliver high quality services to meet community needs.
Assets	A variety of buildings and housing with an asset value over £10m.
Staff employed	167 working on projects in 2017 of which seven in central staff.
Strategy for growth	Continually review the existing services and to identify new opportunities to improve the range of services delivered. Develop available sites for a mix of uses including affordable housing and acquire additional assets when opportunities arise.
Finance (2017)	Book value of assets: £9m, revenue £5.1m, staff costs £2.5m.

Stichting Bewonersbedrijven, Zaanstad



Location
Neighbourhood Centre
'De Poelenburg'
1504 NX Zaandam

Telephone
+31 (0)75 – 614 0703

Email
info@bewonersbedrijvenzaanstad.nl

Chairman
Erwin Stam

Source: <http://www.bewonersbedrijvenzaanstad.nl/content/2014/09/Buurtcentrum-de-Poelenburcht>

Summary

This community enterprise originated from the De Poelenburg community centre, which has developed into an umbrella organisation for resident initiatives in the city of Zaanstad (close to Amsterdam). This community centre is located in the Poelenburg neighbourhood, which is characterised by high levels of unemployment, poverty, dependency on social benefits, low levels of education and language skills, and ethnic diversity, which can create social tensions between different resident groups.

Origins

SBZ originally started out as a 'neighbourhood information point', jointly run by residents and professionals, in order to provide information to other residents during the planning phases of a large-scale restructuring of the Poelenburg neighbourhood, which had been a target area of the national urban renewal policy. This worked very well as residents themselves were able to act as low-key counsellors that could identify complex social issues and subsequently refer them to the appropriate professionals. Hence, this quickly developed into a general

local information point for all local government and care policies in the social domain. When the restructuring was put off, partly as result of the economic crisis, residents made a strong case to maintain it. This resulted in the establishment of the SBZ in 2014.

Projects and activities

All projects initiated by the SBZ aim to improve the local economy, employment and 'liveability', not only in Poelenburg, but also other neighbourhoods. The mission of SBZ is achieved by: 'working on employment, working on the neighbourhood and working on each other'.

Until May 2017 part of the business model was based on renting out meeting rooms and a kitchen in the 'De Poelenburg' community centre that was fully managed by SBZ but owned by the local authority. This centre also has a vegetable garden, which provides healthy food to disadvantaged residents. Profits are made by the 'commercial activities' and are re-invested in the community, to maintain services and facilities that might otherwise be terminated or removed, such as community centres, stores, playgrounds and public green spaces.

The first key social activity is that of the resident coaches (bewonerscoaches). This project is inspired by the origin of the SBZ as a neighbourhood information point, as residents are trained and empowered to provide various forms of counselling to other neighbourhood residents. This is done in the form of 'work experience positions' (werkervaringsplekken) which are formally allocated to unemployed people on social benefits, who are required to 're-integrate' into the labour market.

A second activity is the collection of bulky garbage. In a densely populated area such as the Poelenburg neighbourhood, waste containers often become dumping areas. While bulky garbage is collected on a weekly basis by the regular waste processing company, on other days residents can call upon the SBZ to pick it up. This activity has led to a significant decrease of illegal dumping, which improves the appearance of the neighbourhood.

Third, the SBZ runs a neighbourhood garden where volunteers grow vegetables, which are provided free to residents and are also used in the kitchen of the community centre.

Fourth, the SBZ publishes a local newspaper (Poelenburgkrant) which was managed by the local council until 2016. This includes information about the SBZ's own activities, but also information from local government, housing association, the neighbourhood police officer and other stakeholders. Both local professionals and neighbourhood residents are in the editorial team and residents from Poelenburg are invited to contribute news from the area.

Fifth, the community enterprise puts a lot of time and voluntary effort into sports activities. SBZ aims to stimulate sport activities among children, young people and women, considering the low levels of outdoor activity and

high levels of obesity in the target communities. For this purpose, the SBZ organises a range of sports activities on playgrounds and pitches provided by various foundations such as the Cruyff and Krajicek foundations.

Finally, SBZ was the first community enterprise in the Netherlands to act as a sub-contractor for the so-called 'social neighbourhood teams' (sociale wijkteams), which bring together professionals from certain disciplines to target social problems in a specific area. The role of SBZ in these teams is similar to its activities as a 'neighbourhood information point' in the early days of the community enterprise's existence. Two staff members from SBZ act as low-key counsellors for local residents, who identify complex social issues and subsequently refer residents to the appropriate professionals. As well as being a sub-contractor, the SBZ also co-operates with two other social neighbourhood teams.

A special target group is long-term unemployed residents, who would like to regain a 'work rhythm' and are encouraged to develop their individual skills and talents within the community enterprise. This approach is organised under the title 'Neighbourhood Work 075' (WijkWerk075). As such, SBZ offers them opportunities to gain work experience in various projects run by the enterprise, and guides them towards regular paid employment. To this purpose, SBZ is collaborating with the local authorities, the Dock foundation (who employ welfare workers), the Parteon and Rochdale housing associations and the 'Youth Counter' (Jongerenloket). A special feature is that SBZ has become the first community enterprise in the Netherlands to act as a sub-contractor to the 'social neighbourhood teams', which bring together professionals from relevant services to target social problems in a specific area.

Over time, SBZ has developed into an umbrella organisation in which administrative, financial, legal and organisational matters are dealt with collectively by residents and for residents. This lowers the threshold for entrepreneurial activities proposed by individual residents in the target neighbourhoods.

The area of activity²

The neighbourhood of Poelenburg is located in the south-eastern part of the city of Zaanstad and has approximately 8,500 residents. It is a relatively deprived area; more than a fifth of the population has a low income, whereas this figure is ten per cent for Zaanstad. Roughly the same proportion of people are on social benefits, which is twice as many as in the city as a whole. Almost three quarters of the neighbourhood population come from different ethnic backgrounds (with Turkish people forming the largest group), compared to 30 per cent in Zaanstad as a whole.

Business model

The SBZ is the first community enterprise in the Netherlands to act as a sub-contractor in the so-called 'social neighbourhood teams', which bring together professionals from relevant disciplines to target social problems in a specific area. As such, the local government funds two full-time staff members from SBZ in these teams.

Approximately a quarter of the total income consists of local government grants for the neighbourhood garden, funds from the budget of the Poelenburg area neighbourhood manager, and contributions from the local government fund for neighbourhood centres in Zaanstad.

¹075 are the first three digits of any phone number in the municipality of Zaanstad, thus denoting the spatial coverage of the project.

²<https://zaanstad.incijfers.nl>

The SBZ has also considered applying for grants from the Doen Foundation, VSF Fund and other trusts, but submitting applications is a very time-consuming task, especially since every national fund has its own rules, formats and accountability procedures.

SBZ is also conducting commissioned work for the local government, housing associations and other (market) actors, such as light renovation works and painting staircases of apartment buildings.

Several other projects, such as the collection of bulky garbage are facilitated by the local government through the provision of vans, fuel and materials. These projects do not contribute to the cash flow of the SBZ, but have an important social impact by increasing the 'liveability' of Poelenburg. In terms of financial results for the neighbourhood centres, the SBZ has made a loss in the last two years. Every year, the turnover of the SBZ is growing, but it lacks financial reserves. As a result, the cash flow of the organisation is barely sufficient to pay the bills. SBZ manages this by delaying payments to suppliers. SBZ is considering getting a loan for which the local government will act as guarantor.

In May 2017, the local government of Zaanstad and the SBZ jointly decided that the SBZ will gradually withdraw from running the 'De Poelenburg' community centre. This is because the community enterprise can no longer afford (in terms of finance and staff capacity) to continue this task, especially since the local government is considering moving the community centre to a new location. Precise figures are not available, but SBZ is not making a profit, and has difficulties in sustaining itself financially.

Governance

SBZ has chosen to be a foundation (stichting) as the legal and organisational structure. A foundation does not define the membership, but requires community based social enterprise (CBSE) boards to formulate by-laws and to discuss the CBSE's objectives, activities and performance with members of the target population. For SBZ, the small size of the board is a threat to its durability, with only a chairperson, a treasurer and an additional board member. The chairperson often approaches potential board members on a regular basis, but once these residents discover the difficult financial situation of the SBZ, they are not always willing to take on the responsibility. With only two paid staff members who are hired by the local authority to serve in the 'social neighbourhood teams', volunteers have an indispensable role in the daily running and management of the CBSEs. For example, the chairperson of the SBZ is also engaged in almost full-time employment elsewhere.

Conclusions

In a period of only four years, the SBZ has initiated and sustained a large number of activities, but it appears now that it has temporarily stopped growing. Their inevitable withdrawal from the 'De Poelenburg' community centre reflects both the difficulty of making money and limited staff capacity for work and management. Thus, consolidation of their current activities seems the most likely way to proceed.

Key findings

- This CBSE has quickly developed into an umbrella organisation for resident initiatives across the city of Zaanstad.
- Its mission emphasises improving the prospects of deprived residents and neighbourhoods, in particular around the local economy, employment and ‘liveability’.
- SBZ was the first community-based social enterprise in the Netherlands that acts as a sub-contractor for the ‘social neighbourhood teams’ (sociale wijkteams).
- In terms of funding, the SBZ uses a mix of government funding, commissioned work and volunteer efforts which are facilitated by the local authority.
- SBZ has a very charismatic chair who communicates a strong vision on community business.

Summary table

	Stichting Bewonersbedrijven, Zaanstad (SBZ)
Year set up/by	2013, by a small group of active residents.
Legal status	Foundation (stichting), with an ANBI-status at the national Tax Authority, i.e. an ‘institution working for a public benefit’ (Algemeen Nutsbeogende Instelling).
Management	Three board members, with two vacancies.
Location	Poelenburg, Zaandam.
Population	8,500 residents, one of the poorest areas of the city.
Aims	The SBZ aims to improve the local economy, employment and ‘liveability’, not only in Poelenburg, but also other neighbourhoods. The mission statement of SBZ is: ‘working on employment, working on the neighbourhood and working on each other’.
Assets	Neighbourhood centre in Poelenburg (until May 2017).
Staff employed	One full time staff member, two full time councillors hired by the ‘social neighbourhood teams’.
Strategy for growth	Securing funding to enact the social objectives of the CBSE.
Finance (2017)	Assets/capital € 20,000; turnover € 354,000; administrative costs € 379,000.

Bewonersbedrijf Malburgen, Arnhem



Location
Bruishuis
Akkerwindestraat 1
6832 CR Arnhem

Telephone
+31 (0)6 4070 1598

Chairman
Sjef Hamer

Main entrepreneur
Walter Klein Nienhuis

Photo: Reinout Kleinhans

Summary

This CBSE is based in the deprived neighbourhood of Malburgen in the city of Arnhem. This neighbourhood was one of the target areas of the national urban renewal policy that ran between 1997 and 2014. It has been subject to intensive urban restructuring, dominated by demolition of social housing and new construction of more expensive rental and owner-occupied housing.

Origins

Several years ago, BewonersBedrijf Malburgen (BBM) took over the management of a former elderly persons care home which had become derelict, and gave it a new life as a 'Bruishuis'. The BBM rents the building from the Volkshuisvesting housing association and rents out rooms as well as meeting facilities for specific target groups, such as students, clients from the local mental health care organisation, where housing is provided with counselling, and other people in need of affordable temporary dwelling space. In total, the BBM rents out 130 units at a relatively low cost. In return, tenants are expected to volunteer in the

neighbourhood for at least two hours per week, thus supporting various social activities that have been initiated by the BBM or other residents. Overall, the BBM has a clear objective in providing affordable housing to people from various backgrounds who have little money, in order to have a true reflection of society.

Projects and activities

On the ground floor of the building, the BBM started a restaurant with the care organisation called Philadelphia. Here people with learning disabilities provide affordable meals and catering services to local residents. Outside the building, the BBM has created a playground and a vegetable garden. Also on the ground floor is the so-called 'care street', where local care organisations and the local government's social neighbourhood team have offices, many of which are provided free by the BBM. One example of these services is the 'Go!' project in which a general practitioner, physiotherapists and psychologist counsel parents with obese children. This type of project reflects the objectives of the BBM

with regard to the integration of physical activity, health and education. Through these means, the BBM provides a meeting place for residents and offers various activities and opportunities for education and job training. One of the key objectives is that local residents are enabled to further develop their skills.

Based on experience in the first two years, the BBM decided to change target groups for renting out its housing. In general terms, the focus has shifted from providing supervised housing (begeleid wonen) in co-operation with mental health care providers, to secondary and higher education students. The main reason for the change from supervised housing was the difficulty of providing the level of psycho-therapeutic support required. Nevertheless, the daily management of the building requires a great deal of time and effort from two caretakers, some of the board members and a number of volunteers. The management of disputes and conflicts between tenants, which occur on almost a daily basis is especially demanding.



Photo: Reinout Kleinhans

In general, the BBM does not itself organise social support activities for residents. By providing accommodation to self-employed people and associations who offer various recreational and physical exercise or other social activities, the BBM facilitates these small businesses to make a living and serve the interests of the neighbourhood. In other words, the BBM 'outsources'

the social activities that support the CBSE's key objectives to other (self-employed) people by providing them with low or no cost accommodation.

The area of activity¹

The Malburgen neighbourhood is located in the southern part of the city of Arnhem. It has approximately 18,500 residents and is divided into three parts. It is a relatively deprived area; more than a quarter of the population has a low income, compared to 16 per cent for Arnhem. Almost one in five people are looking for a job, which is nearly twice as many as in Arnhem as a whole. Furthermore, almost half of its population comes from a minority ethnic background, compared to 31 per cent in Arnhem in general.

Management and business model

The main component of the business model of the BBM is the rental income from the 130 units in the 'Bruishuis'. Even though many tenants pay a reduced rent, the rental income is still amounts to a cash flow that is more than sufficient to cover the rent that the BBM pays to the Volkshuisvesting housing association, as well as running and maintenance costs. In order to secure a return on its investment in the building, the BBC has agreed with the housing association that the earliest termination of the lease will be in ten years' time, while the original agreement was for two years.

BBM first made a profit in 2016 in the sense of a surplus left after paying for all activities, management and maintenance costs. In the previous three years, the BBM has invested a lot of money in the building, especially in renovating many units, floor covering and other repairs. Towards the end of 2016, the profit amounted to €120,000.

BBM aims to make a maximum annual profit of €15,000 per year as this is the threshold beyond which they have to pay taxes. There are no debts; any 'excess surplus' are given away tax free in the form of donations. The €15,000 profit is put on the balance sheet as a reserve. The enterprise is officially recognised as a foundation with an ANBI-status which allows them to put donations received in the past on the balance sheet whilst not needing to pay tax on them. The aim is to increase the reserves over time as a kind of insurance for the building.

The annual profits are re-invested in a number of good causes, primarily, but not limited to the neighbourhood itself. For example, the enterprise has invested a lot of money in a large playground directly adjacent to the 'Bruishuis', which is very well used by neighbourhood children. Next to this, all primary schools in Malburgen received a financial gift to renovate their schoolyards and buy books or sports materials. Two organisations that organise cycling holidays or holiday camps for children from low income households also received significant donations from the BBM in 2016. Last but not least, part of the 'profits' are offered as rent discounts to self-employed people and associations that rent accommodation in the Bruishuis from which they offer various recreational, physical exercise, do-it-yourself and other activities to local residents.

Governance

BBM has also chosen the foundation (stichting) as the legal and organisational model. A foundation does not endorse membership, but requires CBSE boards to formulate by-laws and to discuss the CBSE's objectives, activities and performance with members of the target population. The BBM has a

¹Source: <https://arnhem.buurtmonitor.nl>.

fully manned board, in which the main entrepreneur plays an important role in entrepreneurial leadership. In line with their dominant philosophy of independence and previous negative experiences, BBM does not seek contact with important local stakeholders, because it can achieve its objectives without support from the local government. Moreover, this enterprise does not want to be perceived as a competitor for local care organisations and other institutions. Previous co-operation with the local government has been problematic for a number of reasons, so that a limited amount of external marketing is carried out.

Evaluation

The BBM does not carry out any systematic evaluation of its progress or performance although these are regular topics of discussions at board meetings. Obvious benefits include affordable housing for tenants who in return supply a few weekly hours of volunteering for the neighbourhood. Monitoring is well embedded in daily routines. There are two caretakers, who also live in the building, that keep an eye on everything in the 'Bruishuis'.

Conclusions

The BBM has reached a stable situation that provides a clear grounding for the coming years. With all 130 rental units occupied and plenty of opportunities to fill vacancies, this enterprise seems assured of a stable income in the coming years. It aims to have a maximum annual profit of €15,000 per year (a threshold beyond which they have to pay taxes). There are no debts; any 'excess surplus' will be given away tax free in the form of donations while the €15,000 profit is recorded on the balance sheet as a reserve. An area for growth may be small-scale service provision if sufficient volunteer staff capacity can be mustered to take this on. Initially, the Bewonersbedrijf Malburgen started out with a grant of €140,000 from the LSA and a grant from the

national Doen Foundation (€60,000). However, it soon chose not to apply for more subsidies, but to focus on financial independence. While informing local residents is a clear strategy that they have adopted, the BBM does not consider this to be accountability nor accepts any attempt from residents who are not on the board to influence the running of the business. Of the Dutch case studies, the BBM is the one which is focussed most on making a profit as a prerequisite of future growth.

Key findings

- A clear asset based with 130 units for rent and various organisations providing services which are run out of the working spaces of the Bruishuis;
- A deliberate choice of full independence from other institutions, not only in terms of funding, but also content, mission and accountability;
- Profits are given away to local charities, schools and initiatives whose objectives are in line with those of the BBM;
- A focus on improving the liveability of the neighbourhood of Malburgen in which the BBM is embedded.

Summary table

	Bewonersbedrijf Malburgen, Arnhem (BBM)
Year set up/by	2013, by a small group of active residents and a self-employed professional.
Legal status	Foundation (stichting), with an ANBI-status at the national Tax Authority, i.e. an ‘institution working for a public benefit’ (Algemeen Nutsbeogende Instelling).
Management	Six board members, one main entrepreneur and two caretakers.
Location	Malburgen, Arnhem.
Population	18,500 residents in one of the poorest areas of the city.
Aims	The BBM provides affordable housing to people with various backgrounds but with little money, in order to have a ‘faithful reflection of society’. The BBM aims to be a meeting place for residents and offers various activities and opportunities for education and job training, enabling local residents to further develop themselves.
Assets	The BBM manages a former elderly care home and rents out 130 units (mostly rooms for living, but also office spaces and conference rooms).
Staff employed	One full-time main entrepreneur.
Strategy for growth	Sustained renting out of 130 units and re-investing the profits in the building and a number of good causes, primarily in, but not limited to, the neighbourhood itself.
Finance (2017)	Assets/capital €307,500; turnover €630,500; administrative costs €470,000.

Bewonersbedrijf Crabbehoeve, Dordrecht



Location
van Karnebeekstraat 2
(hoek Abraham Kuypeweg)
3317 KX Dordrecht

Telephone
+31 (0)78 – 763 3082

Email
info@crabbehoeve.nl

Chairman
Vacancy

Daily co-ordinator
Mascha Lageweg

Photo: Reinout Kleinhans

Summary

BewonersBedrijf Crabbehoeve (BBC), a relatively new enterprise in the neighbourhood of Crabbehof in the city of Dordrecht, is a low-key and multi-functional meeting place for neighbourhood residents. It started with an empty kindergarten building that was scheduled for demolition in 2013 in order to make room for new housing construction. Crabbehof is a highly deprived neighbourhood in the western part of the city of Dordrecht, and used to be one of the national target areas for urban renewal. As a result of the economic crisis, the construction plans were cancelled. Subsequently, a small group of professionals from the local government and a housing association came up with the idea of creating a small urban garden on the grounds surrounding the school building. The group found five residents in the neighbourhood who were prepared to carry out this plan and renovate the building. Early in 2014, a foundation was established to support this plan which later developed into the BBC. Funds were secured to pay for this, but most of the renovation work was carried out by volunteers. The renovation was

completed after one and a half years and the building opened officially in May 2015.

Activities and projects

The BBC rents the building from the local authority, for a low fixed charge for a period of ten years. The centrepiece of this community enterprise is the renovated building. The conference room, a lunchroom with garden terrace and a studio space are rented out to a range of user groups and activities. All related services are provided by volunteers of the BBC. The studio accommodates sewing groups, reading mornings, hobby workshops and playful biology lessons for children, and games of billiards or darts for adults. It also holds a small library where residents can borrow books for free. Moreover, local residents can use the studio to make or repair all kinds of goods for sale. The lunchroom is also an Internet café, with a stand-alone computer that can be used for a small amount of money.

The building is also surrounded by a large vegetable garden of about 1,000 square metres in which pupils

from the local primary school grow their own vegetables on small plots, supported by volunteers from BBC. Residents are welcome to offer the volunteers a helping hand in the garden, which allows them to make use of locally grown produce.



Photo: Reinout Kleinhans

The BBC aims to improve the 'liveability' of the Crabbehoef neighbourhood and to carry out any actions that support this objective. The BBC manages the multifunctional building called Crabbehoef and its garden, and organises a range of social activities in the building or elsewhere.

As such, the BBC aims to improve social cohesion and to function as a platform for budding entrepreneurship. In terms of meeting the business model and the social objectives, the BBC uses variable rent prices for the available rooms, depending on the nature of tenants (commercial parties versus public actors or residents) and the planned activities. Tenants who intend to organise activities that match the BBC's social objectives, pay little or no fees.

BBC is working almost exclusively with volunteers. Income from renting out the lunchroom and conference rooms flows back into the enterprise and is used to develop activities for local residents. BBC does not receive any structural subsidies. The BBC enables residents to meet other people, to volunteer for the neighbourhood, to gain some work experience, to transfer knowledge and to develop budding talents and

entrepreneurship. In the short run, the BBC strives to extend the business model by establishing a professional kitchen in the building in order to start a neighbourhood restaurant and catering service. Other plans include starting a handyman service.

A unique feature of this community enterprise is that it has acquired money through a crowdfunding campaign. The BBC has been supported by new entrants to the labour market, who participated in the Starters4Communities programme, a scheme run by the social enterprise Starters4Communities (<http://www.starters4communities.nl/>).

These starters received weekly workshops and training in social entrepreneurship (business models, financing, impact measurement) and, in return, will use their abilities to support initiatives in the southwestern part of the Netherlands, including (but not only) the BBC. These efforts will improve the starters' position in the labour market and helps initiatives to establish themselves in business. In the case of BBC, two starters have developed a neighbourhood analysis and a communication plan that enables the BBC to develop and extend their outreach work.

The area of activity¹

The neighbourhood of Crabbehoef is located south of the city centre of Dordrecht. The neighbourhood has approximately 8,450 residents and is divided into two parts. It is a relatively poor area; almost 60 per cent of the population has a low income, whereas the equivalent figure for Dordrecht is 43 per cent. Furthermore, almost half of Crabbehoef's population is from an ethnic minority background, compared to 29 per cent in Dordrecht as a whole.

Business model

An important source of income comes from renting out three classrooms that have been transformed into

a conference room, a lunchroom and a studio space. The lunchroom functions as a low-key catering business. The conference room is rented out to commercial, semi-commercial or public organisations and can also be booked for meetings with catering provided. The BBC is actively marketing these opportunities among local organisations and businesses, by becoming a member of local business associations, by word of mouth and other networking activities. As part of their advertising efforts, the BBC emphasises its social objectives behind this commercial activity.

Like the SBZ in Zaandam, the BBC targets a specific group of volunteers, such as unemployed people on social benefits. The local authority's social services department and the local welfare organisation, MEE, encourage unemployed people to become 'active' and to give something back to society for the benefit payments they receive. The local authority provides funds so that these people can be supervised by the institutions for which they volunteer. As such, the BBC hosts approximately ten 'participants' (sic) and receives money from the local authority to provide guidance to these volunteers. The ultimate responsibility for this guidance lies with the daily co-ordinator of the BBC.

Finally, the BBC pays substantial attention to fundraising and applying for subsidies. Grants have been the main source of income for the BBC since its inception. The Orange Fund (Oranjefonds), LSA, Doen Foundation, and Neighbourhood Wishes (run by the municipality of Dordrecht) all provided significant amounts of funding, supplemented with a gift from the ING Bank. However, 2017 is the last year in which tranches of these grants are paid out, which means that from 2018 onwards, the income earned by the commercial activities of BBC must cover all running costs.

¹Source: <https://ocd.buurtmonitor.nl/jive>

In 2017, the BBC made a very small profit of € 8,500, but the budget for 2014 to 2018 anticipates small losses in the years 2017 and 2018.

Governance

The BBC has chosen the foundation (stichting) as the legal and organisational model. A foundation does not endorse membership, but requires boards to formulate by-laws and to discuss objectives, activities and performance with members of the target population. Just as the SBZ in Zaanstad, the BBC has difficulty in recruiting board members. While it had a full board at the time of this research (with only a vacancy for the chairperson), meetings every three weeks and managing business is a challenge in terms of arranging and allocating work. In an attempt to organise this properly, the BBC has developed a three-layered organisational structure with a board, a daily co-ordinator, a volunteer co-ordinator and five volunteer teams. It is well-supported by the Dordrecht city council.

Conclusions

BBC offers a multifunctional meeting place for the residents of the neighbourhood of Crabbhof in Dordrecht. It aims to improve the 'liveability' of the area and to conduct or support any actions that advance this objective. The BBC manages a multi-functional former school building called Crabbhoeve and a garden as well as organises a range of social activities in the building or elsewhere. Despite the clear focus on social inclusion, the BBC is seeking ways to make all (prospective) volunteers adhere to its core values. This is a challenge in relation to the low language proficiency of many volunteers. The board is grappling with a fundamental dilemma that is connected to its hybrid status as a local social enterprise. On the one hand, the board fears a loss of the social ambitions if it 'professionalises' its activities and shifts the balance towards trading or commercial activities. On the other hand, it is considering adopting a more entrepreneurial, business-like approach that will bring in more income to secure the future of the Crabbhoeve centre, which is under constant threat through lack of funding.

Key findings

- A low-key meeting place for residents to develop budding talents and entrepreneurship;
- A strong focus on acquiring various forms of funding to organise activities and to hire (professional) staff to conduct social activities;
- The BBC targets unemployed people to become ‘active’ volunteers and to give something back to society for the benefit payments they receive;
- It receives money from the local authority to provide guidance to these volunteers.

Summary table

	Bewonersbedrijf Crabbehoever, Dordrecht (BBC)
Year set up/by	2014, by a small group of active residents.
Legal status	Foundation (stichting), with an ANBI-status at the national Tax Authority, i.e. an ‘institution working for a public benefit’ (Algemeen Nutsbeogende Instelling).
Management	Five board members, with one vacancy, a daily volunteer, a volunteer co-ordinator and three trainees.
Location	Crabbefhof, Dordrecht, one of the poorest areas of the city.
Population	About 8,450 residents.
Aims	The BBC is a low-key and multifunctional meeting place for neighbourhood residents, enabling them to meet other people, to volunteer for the neighbourhood, to gain some work experience, to transfer knowledge and to develop budding talents and entrepreneurship.
Assets	A former kindergarten, rented for a low rent from the local government.
Staff employed	A co-ordinator (0.6 full time equivalent).
Strategy for growth	Currently under discussion.
Finance (2017)	Assets/capital € 61,000; turnover € 60,300; administrative costs € 66,300.

Nya Ragsveds Folkets Hus, Stockholm



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Chairperson

Leif Rönngren

Photo: Jessica Lindbergh

Summary

Nya Rågsveds Folkets Hus (NRFH) is a non-profit organisation that owns and runs a trust and branches of social and conventional enterprises. The enterprise is part of a larger social movement that has over 500 members in Sweden which aims to provide meeting space for the local community. It was traditionally connected to the Social Democratic Party and the workers' union of Sweden but today has no formal political or religious affiliation. About ten years ago the organisation was bankrupt and had to be reconstructed. The board decided to make a new start and asked a previous chairman to come back and work with the organisation and from there it set up the structure it has today and changed its name to Nya Rågsveds Folkets Hus (the new Rågsved community centre). They have a very active chairperson who works full time in the organisation. He was also instrumental in defining the new direction that the organisation took in order to become more economically sustainable.

Activities and projects

The main aim is to provide the local community with space for meetings with rent prices to reflect the type of organisation and venue. The organisation also engages in creating collaborations between different organisations in the local area. As the centre where many activities take place, they are an important agency in the local community. They also arrange their own activities such as art exhibitions, theatre performances, music workshops and help with homework groups. They stress that they wish to be an actor that both follows and initiates social change. The organisation feels it has become more important to ensure that the organisation using their premises are democratically driven, and to do so they have, among other things, revised their booking arrangements. New types of activities and collaborations are continuously being developed as the association acknowledges that there is a need for this. Other activities that shape the association include a platform for a work-integrated social enterprise

(WISE) which offers people that used to be outside the labour market either employment or job training. The organisation is well known for their free Christmas supper which has taken place for 35 years. This is a large event involving sometimes up to 80 volunteers with 600 people attending.

One area of development that the organisation is currently working with is the creation of an underground farm. This is a large project that has been inspired by other places with underground farming such as France, England, the USA and Canada. The project runs in co-operation with commercial organisations, the city council and citizens. It is a continuation of a previous city farming project that has taken place with local actors in the community.

The area of activity

The borough of Rågsved has a population of approximately 10,000 with around 70 nationalities represented. The unemployment rate is twice as high as the average in Stockholm. The figure for ill health is also higher than the average rate in Stockholm. The average income is approximately €10,000 lower in Rågsved than in Stockholm and more children leave school without qualifications.¹ The area has had a reputation for serious problems with drugs and drug-related crimes since the 1970s.

In the 1980s the borough became famous for a strong youth movement giving birth to a number of famous Swedish punk groups. 2013 there was a major riot with a number of cars set on fire and stores destroyed. NRFH played an important role in stopping the riots from escalating.

Business model

Their business model is based upon renting out meeting space to a diverse set of groups running a range of

activities from smaller citizen initiative groups to larger business meetings and functions. To facilitate this, the organisation has set up a Service and Event Bureau that includes a café and catering provision.

The organisation also runs a second-hand store with a café. It is registered as a limited company which is fully owned by the organisation. It is defined as a WISE and any profit is reinvested in the shop and in different children's and youth activities in the local community, as well as supporting activities and cultural arrangements for elderly people in the area. The second hand shop has been profitable from the start. This is an important revenue stream which has made the organisation financially independent so they do not have to rely on grants from the municipality, among others. Instead they are themselves an important funder of several projects and activities in the community. The organisation does, however, apply and receive grants from the city council for running the community centre on a yearly basis and cover the majority of the rent for the premises. Applications for grants for different activities made to the municipality and the city are strategically important as it is an important communication channel to publicise its activities and engagement in the local community.

The association is active on social media and on the internet. They also post their activities on the notice boards around the area two or three times a week. They also make use of local and national newspapers and radio.

In addition they work actively with member organisations, of which the two largest are for pensioners and who hold all their meetings and activities in the Folkets Hus. As with the second hand shop, they advertise in the media, such as radio and the local and national newspapers.

Evaluation

The organisation has 8-10 board meetings per year and all the activities are described in their annual report. It is important for them to show all the relationships as well as all the activities carried out both by them and on their premises by others. By doing so they have increased the awareness at the municipality level around their impact on the local area as well as making use of what can be learned through their booking system. They reach about 600 children with their activities and although this is not recorded in any booking system it can be described in the organisation's annual report and hence be a basis for the funding received by the municipality. The annual reports are presented on the organisation's website. They have won several prizes for their engagement and commitment in the community, with their work to create an art scene, work integration and preventive work helping to create a safe community.

Conclusions

The NRFH is a member-driven non-profit organisation whose purpose is to offer meeting space for democratic activities. They operate under a number of different legal structures such as a trust and limited company. With their new start in 2007 professionalisation around the event service took place so as to increase and stabilise income. Many of the projects and activities that are for the benefit of the community are derived from citizen initiatives based on local needs. NRFH with its experience and resources helps to develop and organise the ideas of the community. Other activities are directly initiated by the NRFH based on needs they have identified. The second hand shop has been a surprising success and is now an important platform for the organisation's work integration activities. This suggests that active work on the board membership and

¹Source: http://statistik.stockholm.se/omradesfakta/pdf/21303_SVE.pdf

constitution, where knowledge, skills and engagement have been most important, have played an important role in creating commitment and a supportive environment for new ideas to be developed and implemented, e.g. the art gallery and the urban cultivation project.

Key findings

- A wide range of activities ranging from traditional commercial activities to non-profit activities;
- The organisation operates with a diverse set of legal structures that gives them flexibility and lowers the risk for the whole organisation;
- Active engagement and leadership by the chairperson that promotes and encourages initiatives both inside and outside of the premises;
- Capacity (i.e. skills and resources) to help define, organise and realise citizens and other organisations' needs into projects and activities.

Summary table

	Bewonersbedrijf Crabbhoeve, Dordrecht (BBC)
Year set up/by	2007 (previous organisation in 1980) by a number of local associations and organisations in Rågsved and Vantör.
Legal status	Non-profit organisation, but uses other legal forms such limited company and foundation for different activities.
Management	9 board members. Operative chairperson and 2 managers.
Location	Rågsved, Stockholm.
Population	12,000 residents in Rågsved (50,000 in the larger area of Vantör).
Aims	The aim is to provide the local community with space for public meetings. They wish to be an agency that both follows and initiates social change and which provides opportunities for job training/education.
Assets	Venue building with lease renewal every five years. Additional lease for premise with shop and café.
Staff employed	21
Strategy for growth	Continue to professionalize the service and event bureau and to broaden activities outside the premises such as city cultivation.
Finance (2017)	Assets SEK 3.6 million (€ approx. 362,000); turnover SEK 5,9 million (€ approx. 593,000); staff costs SEK 2.4 million € 241,000.

Roslagskrafterna, Norrtälje



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Chairperson
Sarah Thorsaeus

Photo: Jessica Lindbergh

Summary

Roslagskrafterna is a WISE situated in Norrtälje, a municipality within the city of Stockholm. It is organised as an economic association and owned by its members. The organisation was set up with the aim to provide work for people who have been excluded from the job market and to be the employer they have wished for. An additional aim is to empower people and to take on challenges collectively. Today the people participating in and creating this enterprise are the members and owners of the organisation.

Origins

Coompanion, and in particular a supervisor there, initiated the social enterprise but it is also a result of the project's participants' presenting their skills and ideas when discussing what type of business they would like to run. The organisation had its origins in a labour project in which a supervisor from Coompanion together with the local employment agency found participants interested in taking part in a project on work-integrated

social enterprising. They received some additional funding from the local employment office to put what they had learned on the course into practice and at this time they began to organise and set up an enterprise that offered employment training, a second hand shop, cleaning and repairs services and a café. In 2014 Roslagskrafterna was registered as an economic association and they were able to start invoicing the clients they had been assisting prior to creating the association. Hence, their starting capital was money that they had earned but not yet been able to invoice. Prior to its establishment, the enterprise was funded by different projects, but once established it had a customer base from the outset including the employment agency (who provide employment training) and others using their services. They also received some help by borrowing interior furnishings that were not being used by the municipality and further interior donations from companies which were replacing theirs. One member used his own resources, later repaid by the enterprise, to buy a truck.

The area of activity

The social enterprise is situated in the municipality of Norrtälje, in the county of Stockholm, which has a population of 60,000. The region is not a particularly troubled area and unemployment rates are lower than the average for Sweden.¹ One suggested explanation given in the interviews is that the municipality has some experience and is competent in setting up social enterprises and has knowledge of what does and does not work, making this an accepted type of organisation for the municipality to work with.

Governance

The organisation started with an interim board with three members, set up by the supervisor at Coompanion. The board consisted of a teacher who taught members about social economy and a former CEO with extensive experience of the municipality and real estate. The board member selection process has continued to be based on knowledge and skills and also engages members that have experience of the local business and political life in the community.

Since the main project and activity of the organisation is to provide on-site job training for people who have been outside the job market for a long time, the members creating the social enterprise are themselves – in the initial stages – also beneficiaries of the enterprise. Eventually, more people will leave the salary support program and receive money from their own enterprise, and at the same time offer services to provide on-site job training for the clients of the employment agency and the municipality. All the services that Roslagskrafterna offer develop participants' ideas based on their skills and personal interests.

Projects and activities

The social mission is three-fold; The prime purpose is to provide people who have been unemployed with an opportunity to create a work place that suits them through a co-operative social enterprise. Hence, the idea is that eventually all members of the association will receive a salary from the social enterprise. The target group has been people who have been unemployed for a long time and with little or no change in their work situation. The second mission is to provide on-site job training for people with similar experience. The third mission is to support local charities with the help of the association's profit. The association has made a profit from the outset and been able to support different local charity activities, such as support for local families that cannot afford the fees for different sports activities and to a local women's shelter. The relationship between these organisations has also developed so that Roslagskrafterna now provides families in need with furniture and clothes with the help of other organisations.

They have already outgrown their second hand shop and either need to expand the existing premises or move to another location so they can display all their items in a better and more visible way. They also need to expand the premises for the repair service, which has also increased. However, growing is a delicate matter and the capacity of the staff may vary from time to time since all of them have either a mental and/or physical disability.

Business model

The enterprise applies a for-profit business model on which all their activities, the second hand shop, recycling, community services and job training are based. Some of the members continue to receive income support from the employment office.

No other loans or grants are currently provided to the association. At the start of the enterprise, one of the members used his private funds to buy a van that the organisation could use to collect furniture, and when they had raised enough money the organisation was able to buy it from him. The organisation makes a small profit each year allowing money to be reinvested in the enterprise as well as a small amount to be given to charity.

Roslagskrafterna considers their future to be insecure because the public support for job training is changing. They are unsure about how support for on-site job training will be provided in future. They aim to have a close relationship with the local employment agency and the municipality. There is some concern that the municipality will start similar activities for people for whom it is responsible for (in this case around 150 people), which will put them in competition with Roslagskrafterna. In many other places, social enterprises end up in difficulties when municipalities have similar activities such as second hand shops which are in competition for limited income.

Governance

The organisation started with an interim board with three members, set up by the supervisor at Coompanion. The board consisted of a teacher who had taught members about social economy and a former CEO with extensive experience of the municipality and real estate. The selection of board members has continued to be based on knowledge and skills and also engages members that have experience of the local business and political life in the community. Since beneficiaries cannot work as board members the majority of the people running and owning Roslagskrafterna (besides the three interim board members) could not sit on the board. This was however solved by making the four people that

¹<https://www.ekonomifakta.se/Fakta/Regional-statistik/Alla-lan/Stockholms-lan/Norrtalje/?var=17246>

have different areas of responsibilities in the organisation co-opted board members. These four have been chosen because they have worked the longest and have experience of the area of responsibility. To manage the co-operative, they have weekly staff meetings where everyone is expected to participate. Initially, the three interim board members were sharing the responsibility of being in charge of the weekly meetings but that is no longer the case.

Since the project's primary role is to provide training for people excluded from the job market for a long time, the founding members are themselves beneficiaries of the training programmes. Eventually, more people will leave the salary support program and receive money from their own enterprise, and at the same time offer services to provide on-site job training for the clients of the employment agency and the municipality. All the services that Roslagskrafterna offers develop participants' ideas based on their skills and personal interests.

The enterprise has gradually been able to recruit participants. The first two people to gain employment were the persons responsible for work integration since that was an important part of the revenue stream. Another person was responsible for administration, and bookkeeping. As soon as the revenues increased the number of employees did too. The slow pace of recruitment has caused some turbulence and disappointment when people have not been offered employment.

There are a number of constraints on the organisation's growth, some related to the premises, but also regarding the balance between a non-stressful and inclusive work place and change. There is also insecurity around payment for supervision of job training. The organisation is uncertain how the employment agency wishes to tackle this. Since half of its revenue comes from supervision, this is a major concern.

Evaluation

Every year the organisation's members and members of the board have a meeting where the business plan is discussed and reviewed. During these reflections, questions such as what has and has not worked well are put forward and discussed. The result is then recorded in the association's annual report together with future strategies. Such reflections are also made by the chairperson at the monthly meeting when needed.

Conclusions

Roslagskrafterna originated from a previous labour market project that eventually resulted in a co-operative organised as an economic association. The idea of giving back to the community through local charities was an important aim when setting up this social enterprise.

The social aim of the enterprise was to provide meaningful work and job training in an organisation that was created and managed by the beneficiaries themselves. Initially, it was hard to convince the local employment agency that this was a fruitful social enterprise for the community. It has shaped its business model based on the skills of the participants and local market needs and its business model is to offer services such as supervised job training and sell second hand products, run a café and provide different types of services such as cleaning, bookkeeping and repairs.

Norrtälje has a large number of summer residents which is of benefit to the second hand shop. The board has also observed the tendency of small businesses to choose smaller local organisations for services instead of bigger corporations. In the beginning the interim board members needed to be very active in the weekly meetings but over time have been able to hand over that responsibility to others. The former supervisor, now the present chairperson, has also been involved in many of the administrative tasks and contacts with local authorities.

Key findings

- A labour market project that resulted in a work-integrated social co-operative;
- The board has been active to enlist board members with a wide range of skills and knowledge;
- The roles of the board members and the working members have slowly changed from a very operative board to a more strategic one;
- A careful assessment of the enterprise's finances and the individual's skills and motivation are under consideration before the person is offered employment.

Summary table

	Roslagskrafterna, Norrtälje
Year set up/by	2014, by 19 previous participants in a labour project and a supervisor from Coompanion.
Legal status	Economic association, and run as a co-operative work-integrated social enterprise.
Management	seven board members and four heads with particular responsibilities.
Location	Norrtälje.
Population	60,000
Aims	<p>Create an opportunity to build a work place that suits their specific needs through a co-operative social enterprise.</p> <p>Provide on-site job training for people that have similar experiences. Empower people that are excluded from the regular job market. Engage in local charity.</p>
Assets	A lease for a warehouse used for the second hand shop and café.
Staff employed	12
Strategy for growth	Increasing number of customers and larger premises for second hand shop/workshop.
Finance (2017)	Assets SEK 715,000 (€72,000); turnover SEK 3.3 million (€ 331,000); staff costs SEK 1.6 million (€161,000).

Yalla Trappan, Malmö



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Chairperson
Sarah Thorsaeus

Photo: Jessica Lindbergh

Summary

Yalla Trappan is a WISE that is situated in the southern part of Sweden, in a borough of Malmö called Rosengård. The organisation is a non-profit social enterprise that is organised as a women's co-operative, with a 'one member one vote' model. The organisation was set up in 2010 as the result of several labour projects dating back to 2006. The people involved in the original project, particularly the chairperson and six women who participated in the project, wished to continue this and decided to start a non-profit organisation called Yalla Trappan.

Yalla Trappan's aim is to empower immigrant women and to give them a role in society achieved in this case by giving them a job. A lot of women in this area were not participating in the job market and while it was recognised that the immigrant women were important for the well-being of the family, many of them were isolated and unable to participate in society through work. Since many of the women had never worked outside the home, it was decided that they would do activities that they were familiar and comfortable

with. The women living in the area were suffering from depression and/or various types of disabilities and suffered severe challenges within the regular job market. This target group had stagnated; regardless of efforts and activities it was difficult to achieve change, and there were no changes in this group of women's outcomes.

Among the first services Yalla Trappan offered was a cleaning service for public and private companies and conference services. Their businesses have since expanded and now include a lunch restaurant/café, catering, a course with an introduction to the Swedish labour market, internships, on-site job training, study visits, a sewing studio and artisan food making.

The area of activity

Yalla Trappan is situated in a borough of Malmö called Rosengård, which was built mainly in the 1950s and 1960s to cater for a growing population and with an incentive to create new and modern housing that would allow people to move away from the small, dirty areas in the inner city. In 2016 it had a total population of approx. 24,000 people. About 88 per

cent of the population are immigrants.¹ In addition, the statistics for 2015 show that only about 41 per cent between the ages of 20-64 year are in paid employment. For Malmö in total, the employment rate for the same age group is about 66 per cent. Rosengård is an area that has suffered from street shootings and episodes of burning cars and people throwing rocks at police and fire fighters.

Management and business model

The organisation is built on three commercial branches, namely the café and catering, a cleaning and conference service and a sewing and design studio. There are other important activities that are carried out in Yalla Trappan but these three are, today at least, the backbone of the organisation. The cleaning and the conference services were the first activities to be carried out by Yalla Trappan and are still an important service for them, as they generate a predictable revenue stream. Later, the organisation opened a lunch restaurant and catering service, followed by the sewing and design studio.

The sewing studio is part of a relationship and cooperation with the local IKEA in Malmö with whom they have succeeded in partnering with and securing a large contract for providing them with curtains and other furnishings. The education and project part of Yalla Trappan works in partnership with the county board and the municipality, who have asked them to scale up their ideas and activities in the city and develop new places with an aim to empower immigrants and provide opportunities for on-site job training. One of these projects is called Yalla Sofielund and is situated in the city centre. The municipality funds the premises and Yalla Trappan provides supervisors and opportunities to work in its businesses. At the new premises

(Yalla Trappan Sofielund) there is a café, a second hand shop and a sewing studio.

Yalla Trappan is a non-profit organisation that is self-financed and not dependent on external funding. It also sees each area of service as a profit-making business that needs to be self-sustainable and investible. However, some of the activities are run as projects in partnership with, for instance, the employment agency, county board and the municipality of Malmö. All profit goes to the organisation, either funding a new paid position, or towards more hours for a position or new investments. When Yalla Trappan initially started they had six people on subsidies from the employment agency. The chairperson stresses that the relationship with the employment agency at that time was crucial for their beginning.

Governance

There are nine board members managing the enterprise. Each area of service provided by the organisation has a manager responsible for the administration of the daily activities who is one of the women from the organisation. The board has a constitution to follow, and one week prior to the board meetings, the chairperson holds an extra 'big meeting' and includes all the women who are members of the co-operative. At these meetings, they discuss and choose which topics should be raised at the board meeting and how the women wish to work with the issues at hand. The organisation is self-contained and each paid position needs to cover its own costs. According to the chairperson this means that the organisation needs to be fully transparent and open in their discussions when it is recruiting staff.

The chairperson was recently given a half-time post in one of the projects that Yalla Trappan runs with the

municipality. She has not previously been employed by the organisation but has worked on a voluntary basis. One of the tasks that she has been recruited for is to disseminate the ideas behind Yalla Trappan and ensure it can be franchised to other places in Sweden with similar problems.

The enterprise stresses the importance of local partnership and supports other local businesses in the area by taking their visitors on guided tours and also by buying local produce where possible. The premises the organisation uses are provided by the municipality at what is referred to as 'a decent rent'. The organisation is frequently featured in both local and national media. It is often used as an example of a successful integration project. The publicity has made them aware of how carefully they need to manage their time and also not provide a free service to everyone that wishes to visit them.

Evaluation

The organisation produces an annual report and a yearly operational plan. The annual report is audited externally. The chairperson shows an interest in ideas regarding social return on investment but the organisation does not use any formal metrics. However, since each investment and/or paid position needs to carry its own costs a full appraisal is carried out before the organisation can take action.

Conclusions

This women's co-operative emerged from former labour market projects. The chairperson and six project participants decided to continue working together but to reorganise themselves as a WISE that is run as a non-profit organisation. They now offer job training to other immigrant women in the community.

¹<http://malmo.se/Kommun--politik/Fakta-och-statistik.html>

The chairperson has been involved from the start but has in the last year been holding a half-time position paid by the municipality to work with a labour market project targeting immigrants in Malmö. The revenue streams come from a number of activities and each one has been decided and acted upon after discussion with all the members. The idea of a “Yalla Way” is being spread to other places where immigrants face exclusion from the labour market.

Key findings

- Organised as a co-operative with a one member one vote model with the legal structure of a non-profit enterprise;
- An experienced chairperson with a strong focus on social inclusion as well as business;
- The way that Yalla Trappan is organised and the way their work is carried out is being spread to other parts of Sweden;
- Well established in the local community, both in the public sector and the private sector.

Summary table

	Yalla Trappan, Malmö
Year set up/by	2010, by a small group of unemployed residents and a project leader from a labour project.
Legal status	Non-profit enterprise organised as a co-operative work integrated social enterprise.
Management	9 board members, operative chairperson and a manager for each service area.
Location	Rosengård, Malmö.
Population	24,000
Aims	The primary aim is to create job opportunities for immigrant women excluded from the job market and to strengthen their financial independence.
Assets	Office buildings and catering kitchen provided by the municipality at ‘a decent rent’.
Staff employed	Approximately 30
Strategy for growth	Disseminating the Yalla Trappan CBSE model (‘The Yalla Way’) through literature and workshops to ensure it can be franchised to other places in Sweden with similar problems.
Finance (2017)	Assets SEK four million (€ 402,000); turnover SEK 11.5 million (€ 1,155,000); staff costs SEK four million (€402,000).

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