



power to
change

business in
community
hands

Employment and skills

The role of community businesses

Technical Appendix

November 2020

Helen Barrett, Amy Bosley, Dr Steven Brand,
Melanie Brooks, Andrew Hunt, Donna Vascott



Acknowledgments

Power to Change and SERIO would like to thank all community businesses and stakeholders who provided their time and knowledge to take part in this research.

Contents

Employment and skills; the role of community businesses	2
Introduction	2
Appendix A: Methodology	3
Stage one: Feasibility phase	3
Stage two: Roll out	5
Appendix B: Literature Review	7
Measuring economic impact	7
Economic impact assessment approaches: traditional businesses	13
Demand-based analysis	13
Appendix C: Demographics of employee and volunteer survey participants	30
Appendix D: Demographics of service-user survey participants	36
Appendix E: Participating community businesses	40
Bibliography	75

Employment and skills; the role of community businesses

Introduction

This technical appendix supports Power to Change's report on employment and skills – the role of community businesses. It provides more detail of the methods used, the full literature review and demographic details of the survey participants.

There are four appendices in this document.

- Appendix A covers the research approach, including the approach to the primary research.
- Appendix B details the findings from the brief literature review, which contextualises how other types of businesses and organisations have measured their economic impact and draws comparisons between how more traditional businesses and community businesses measure economic impact.
- Appendix C provides demographics of employee and volunteer survey participants.
- Appendix D provides demographics of service-user survey participants.
- Appendix E provides details of each of the community businesses involved in the research.

Appendix A: Methodology

The research consisted of an initial literature review of relevant research to contextualise how other types of businesses and organisations have measured their economic impact in order to draw comparisons between more traditional businesses and community businesses in terms of measuring economic impact. This included relevant research and resulting research frameworks that have been developed. As well as covering the usual indicators of job creation, local supply chains and GVA, the literature review explored potential comparator data around the softer areas of developing disadvantaged groups to bring them closer to the labour market.

As this is a new area of research, the main research took a staged approach, with stage one involving the development and testing of a research approach before expanding the scope of the work.

Stage one: Feasibility phase

The feasibility phase was undertaken in Plymouth, one of Power to Change's 'Empowering Places'. This feasibility phase involved initial desk-based research and a review of various datasets made available by Power to Change to identify community businesses located in Plymouth that offered employability and skills-development opportunities. A total of 25 potential community businesses were identified, of which 10 were identified as having a focus on employment-support activities and were invited to participate in a telephone or face-to-face interview. These businesses were first asked to complete a short online pre-survey to establish whether their community business undertakes any business, training or employability-support activities that impact on increased employability. A total of four eligible community businesses went on to complete the full interview. The interview topic guide was developed in collaboration with Power to Change. The interviews lasted around one hour and explored the following:

- Details of the community business, including their employment and skills-related activities and resulting social impacts
- How community businesses contribute to the local economy and how they are viewed by strategic stakeholders
- Details of the workforce (paid staff and volunteers), their roles, hours, wages, and skill set
- Whether workforce/beneficiaries are disadvantaged (in terms of human capital, life skills, health and wellbeing)
- Exploration of skills training or development provided to workforce and beneficiaries/ customers
- Impacts of skills training and development

In order to develop a broader understanding of how community businesses contribute to employment and skills development and the economic impacts of this, an online survey was developed in collaboration with Power to Change and distributed to the beneficiaries of the four community businesses. Separate surveys were developed for employees (paid and unpaid) and service users. The surveys took up to 15 minutes to complete, depending on individuals' responses, and explored:

- Involvement with the community business – role, amount of time given, length of time been involved, expectations of involvement
- Experience of employability and skills-development activities received through the community business (formal and informal) and impacts of this
- Impacts experienced as a result of being involved with the community business
- Wider impacts of the community business
- Demographics

In order to better understand some of the complexities of the community-business sector compared with the more 'traditional' business sector, telephone interviews were also undertaken with four local stakeholders representing the Local Authorities, HotSW LEP and the local social-enterprise and community-business sector. The interview topic guide was developed in collaboration with Power to Change. Interviews lasted around 45 minutes and covered the following:

- How community businesses engage with strategic organisations and how these organisations can enable or anchor the activities of community businesses
- The role community businesses play in supporting local people through their employment and skills-development activities
- How community businesses' employment and skills activities support the local economy
- The role of community businesses in supporting the employment and skills goals of strategic organisations
- The impact of community businesses employment and skills activities on local economic development
- The success of community businesses in communicating the impact of their employment and skills development activities

The approach and findings from this initial feasibility stage were reviewed at a meeting with the research advisory panel in January 2020. The approach taken for the feasibility stage did not specifically target community businesses with a high quality and well-functioning employment/skills/training offer for their beneficiaries, and engagement from beneficiaries was not as high as anticipated. As a result of this review meeting, SERIO revised the approach for stage two of the research, taking into account learnings from the feasibility phase.

Stage two: Roll out

The sampling and recruitment of community businesses was identified as being key to the success of stage two. Therefore a more targeted approach was taken, focusing on recruiting community businesses with a high quality and well-functioning employment/skills/training offer for their beneficiaries (paid staff, volunteers and service users). Knowledge from Power to Change and other key organisations and networks was utilised to identify potential community businesses across England. Following a review of these businesses, a selection of businesses were approached by SERIO and, if they met the research requirements, invited to participate in the research. Eligible community businesses were offered an incentive of £300 for participating in the research as a thank you for their time and contribution. A total of 12 community businesses participated in stage two of the research, which was the target sample size.

Drawing upon the reflections from stage one, all research tools were reviewed and refined in collaboration with Power to Change. Telephone interviews lasting around one hour were undertaken with representatives in senior or management positions (Chief Executives, Operational or Service Managers, Directors) from the 12 community businesses, who then distributed the online survey to their staff, volunteers and service users. To encourage response, a Love2shop gift voucher for the value of £5 was offered to all beneficiaries completing the online survey as a thank you for their contribution. The primary research was undertaken during the Covid-19 pandemic. This presented additional challenges as community businesses' engagement with their employees, volunteers and service users was impacted, as a result both of businesses being unable to operate as normal and of employees being furloughed. While survey participants were asked to report on their circumstances pre-Covid 19, it should be noted that as the survey was administered during the pandemic some participants may have reflected on their situation during this period rather than pre-Covid. In addition, the research team was unable to undertake visits planned with the community businesses to incorporate face-to-face interviews with community business representatives and their beneficiaries to help maximise engagement. As a result, beneficiary numbers were lower than anticipated, and this was particularly the case amongst service users.

Telephone interviews lasting around 45 minutes were undertaken with 12 stakeholders representing the Local Authorities, LEPs and the local social-enterprise and community-business sector. Stakeholders held senior positions within business and employment skills, economic development and regeneration, policy and Chief Executives. Interviews were clustered in three geographical areas that represented the main geographical locations covered by eight of the 12 community businesses to ensure a rounded view for these geographical areas. These were Bristol, West Yorkshire and the Humber, with interviews being undertaken with four stakeholders from each area.

Finally, an economic analysis of the impact of skills and employment development by community businesses was undertaken. This included job creation where possible, as well as the softer aspects of developing employability of local people and consequently increasing local labour supply. This was undertaken using the HACT Social Value Bank which evaluates, in monetary terms, the well-being improvement of things like regular volunteering and participation in community activities and hence can be used to quantify some of the broader socio-economic impacts of community businesses. The metrics required for this particular valuation methodology were able to be collected through the telephone interviews with community businesses and online surveys amongst their beneficiaries.

The findings presented here are based on the 12 community businesses that participated in the research, and are therefore not representative of the community-business sector as a whole.

Appendix B: Literature Review

Introduction

A community business, as defined by Power to Change, is considered a business that is located in a particular geographical place, trading for the benefit of the local community and accountable to the local community, and one that brings benefit and impact to the local community as a whole (Power to Change, 2019). This brief literature review aims to contextualise how other types of businesses and organisations have measured their economic impact and draw comparisons between how more traditional businesses and community businesses measure economic impact. In order to understand how organisations measure their impact on the economy, and determine how skills and employability development activities can contribute to this impact, this literature review seeks to:

- outline methods utilised to measure economic impact, including those used by more traditional businesses, as well as approaches undertaken by community businesses;
- review evidence around the social and economic impact of skills and employability development activities and, related to this, explore how community businesses contribute to the agenda around inclusive growth; and
- consider the importance of developing softer skills in order to increase employability and contribute to economic growth.

Measuring economic impact

Economic impact assessment (EIA) provides a transparent measure of the economic importance or contribution of a particular organisation or sector (Plumstead, 2012). Various measures of economic activity are used for economic impact analysis, with some of the most common being Gross Domestic Product (GDP) or Gross Value Added (GVA), employment, salaries and wages, and government tax revenues. Gross to net conversion is often used in a final calculation to take into account the effects of deadweight, displacement, substitution and attribution. However, economic impact is increasingly not just a monetary measure; it is a broad concept and means different things to different people. For example, impact can also entail moving people closer to the labour market and developing or creating skills. By demonstrating the economic importance of an organisation or sector, an economic impact analysis can be valuable to a number of stakeholders, including government, local organisations and communities.

The benefits of measuring economic impact for businesses are wide-ranging, from demonstrating to stakeholders that their activities benefit the economies and societies in which they operate, to contributing to policy goals and strengthening value chains by being able to predict the performance and stability of their suppliers and distributors. The Green Book is guidance issued by HM Treasury on how to appraise policies, programmes and projects (HM Treasury, 2018). The HM Treasury advice emphasises how impact assessments should contribute to the decision-making process and form an important part of appraisal and evaluation. Measuring economic impact can also help businesses to better understand the needs and aspirations of their customers, and consequently develop services and products to better meet market demands.

Table 1, below, summarises the main economic impact assessment tools discussed in this review, highlighting key uses of the tools, advantages, disadvantages, and examples of organisations or sectors where the tools have been applied.

Table 1: Summary of impact assessment approaches

Approaches or tools	Use of the tool	Advantages	Disadvantages	Application
Demand-based				
Oxford Economics (OE) Framework and Pricewaterhouse Coopers (PwC) Framework	OE and PwC use a traditional EIA framework, focused on direct, indirect and induced/wider impacts. (Further information on the differences between approaches is available in the text below).	<ul style="list-style-type: none"> – Based on theory of economist Wassily Leontief – Demonstrates monetary value 	<ul style="list-style-type: none"> – Undertaken by skilled practitioner/company – Traditionally focuses on economic impacts (not holistic) 	Larger organisations
Local Multiplier 3 (LM3)	Developed by the New Economics Foundation. Designed to measure the extent to which money flows around a local area and the proportion that leaks out of the area.	<ul style="list-style-type: none"> – Quicker and easier to use compared to other forms of economic evaluation – Uses numbers to show organisation’s impact – Highlights where an organisation can improve its impact – Demonstrates to external bodies the value of funding or contracting with an organisation in terms of local economic regeneration <p>(NEF Consulting, no date – a)</p>	<ul style="list-style-type: none"> – Only captures economic impact, does not focus on social or environmental impacts – The multiplier only captures the impact of money, and shows income generated but does not directly show savings – The tool can only help an organisation to measure their effect on its defined local area, and not on other areas in which it operates or brings income – Although quicker than other tools, the final stage, surveying suppliers and staff, can be time-consuming, and needs someone with financial knowledge <p>(NEF Consulting, no date – a)</p>	<p>Can be used by any organisation seeking to understand or demonstrate its effect on local economic regeneration</p> <p>Often used by community organisations to measure economic impact</p>

Approaches or tools	Use of the tool	Advantages	Disadvantages	Application
Economic Footprint Analysis	Focuses on measuring the size of an organisation’s activities or contribution of an industry/sector and comparing it to the national economy.	<ul style="list-style-type: none"> – Produces a single figure – Mechanical process, less scope for different interpretations than some methods – Does not require primary research (Arts Council, 2012)	<ul style="list-style-type: none"> – Does not always measure wider economic effects stemming from the organisation’s spending – Does not measure any social or cultural benefits – Approach better suited to large organisations (Arts Council, 2012)	Most commonly used to look at the contribution of an industry or sector
Contingent Valuation	Measures the value that parts of the population put on an organisation or service – using primary research (surveys).	<ul style="list-style-type: none"> – Useful if the service or product does not have a market value – Results can be converted into monetary values that are easier to understand – It is an approach that is favoured by the Treasury, so it may suit bodies that deal directly with central government (Arts Council, 2012)	<ul style="list-style-type: none"> – It requires significant primary research through surveys – If organisations charge for their goods and services, there may be little need for this approach as it is already clear what consumers are willing to pay for a product or service – Skilled researchers are needed, and respondents may find questions hard to understand – Analysis needs to be transparent about which groups are imputing value to the service – it may be that non-users account for a significant share of the overall reported value, for instance (Arts Council, 2012)	An organisation providing goods or services. The method allows for a value to be put on goods/activities that do not have a conventional market price (such as a free museum)

Approaches or tools	Use of the tool	Advantages	Disadvantages	Application
<p>Volunteering Impact Assessment Toolkit</p>	<p>Developed to gain an understanding of the impact of volunteering activity on specific groups, namely: the volunteers; the host organisation; the service users; and the wider community.</p>	<ul style="list-style-type: none"> – The approach uses a tested framework – Highlights what works well and less well – Provides an understanding of how important volunteering is for an organisation, as well as funders – The feedback collected can be used to enhance service delivery, as well as promote social and personal benefits of volunteering <p>(NEF Consulting, no date – b).</p>	<ul style="list-style-type: none"> – Can be difficult to collect primary data amongst users – The framework is designed for any organisation to use and therefore may not consider the importance of individual organisation’s particular services – The framework may appear daunting to use for organisations already stretched for time and resources <p>(NEF Consulting, no date – b)</p>	<p>Any organisation that involves volunteers can use the tool</p>
<p>Social Return on Investment (SROI)</p>	<p>An approach that measures value (rather than money). The method takes into account social, environmental and economic cost benefits to measure the impact on people or organisations that contribute to a change (Nicholls, 2012). Key to this method is the involvement of stakeholders in defining value and impact.</p>	<ul style="list-style-type: none"> – Robust and rigorous – The process opens up discussions with stakeholders, which helps to understand if/ how needs are being met – An approach on social impact that is widely understood by commissioners, investors and funders etc – Assurance and verification available through external bodies, such as Social Value UK 	<ul style="list-style-type: none"> – SROI is also based on accounting principles and cost-benefit ideas, and therefore is considered by some as not fully appropriate for fulfilling the needs of social impact evaluation (Weaver et al, 2017) – The approach comes with cost and complexity, and tends to require trained staff or external support to complete – The returns are not comparable across projects/businesses. Each SROI analysis is unique to each project because of the particular set of stakeholders defined 	<p>SROI is most notably used within the voluntary and community sector. It is used by organisations of varying sizes</p>

7. Overall conclusions

Approaches or tools	Use of the tool	Advantages	Disadvantages	Application
Supply-based				
HACT Social Value Bank	A bank of social values that can be used to provide a basic assessment of social impact, provide evidence of value for money and compare the impact of different programmes.	<ul style="list-style-type: none"> – The largest bank of methodologically consistent and robust social values – A resource to support the valuation of community investment activities and their impact on the local economy 	<ul style="list-style-type: none"> – The bank does not have values for all outcomes 	Housing organisations and organisations interested in measuring the social impact of activities like employment and health
Logical Framework/ WBCSD Measuring Impact Framework	<p>The first step is a results chain/logical framework displaying the chain from inputs through to impact (Input – activity – output – outcome – impact).</p> <p>Second stage: a framework that sets out how to assess the contribution.</p>	<ul style="list-style-type: none"> – A diagrammatical approach to show how business activities translate into socio-economic impacts, which can then be tested through measurement 	<ul style="list-style-type: none"> – ‘Impact level’ change can take time to materialise – External factors can come into play and influence the chain – Before and after measure need to go into the calculation. Some organisations may not capture baseline data 	Design for use by company decision-makers on a site or product line
Total Impact Measurement and Management (TIMM)	An approach to identify, measure and value impact in four areas: social impact; environmental impact; tax impact; and economic impact. It seeks to create a holistic understanding of how business activities impact on a broad range of stakeholders and the impacts affect the business.	<ul style="list-style-type: none"> – A holistic approach, taking into account social and environmental impacts, as well as economic impacts – Backward and forward looking – Provides quantified and comparable data <p>(PwC, 2013)</p>	<ul style="list-style-type: none"> – The approach needs a lot of data/ information to assess total impact – Costly – The approach requires a skilled practitioner to undertake the assessment 	Large organisations

Economic impact assessment approaches: traditional businesses

This section seeks to review the more established approaches to measuring economic impact, highlighting demand-based and supply-based analysis customarily used by more traditional businesses. Traditional businesses use a number of approaches to measuring economic impact, from those primarily considering economics to those that include a more social or environmental focus. Socio-economics focuses on the interaction between social and economic factors, and considers how these factors relate to and influence one another. The World Business Council for Sustainable Development acknowledges that there is a wide range of diverse tools available to measure socio-economic impact and an increasing number are being developed, making it difficult for organisations to decide which best suits their needs (WBCSD, 2013). The tools in question offer different functionalities, are based on different assumptions, focus on different types of impact and suit different purposes.

Demand-based analysis

This section reviews demand-based economic analysis approaches, which are more typically used by traditional businesses. As highlighted below, traditional demand-based methods do not take into account other impacts often attributed to community businesses, such as providing goods or services that do not have a direct market value, or goods and services that are being produced or provided by volunteers. Later in the section alternative approaches are discussed, which take into account these contributions that are undervalued in traditional EIA.

Demand-based analysis is built around the willingness and ability of consumers to purchase goods or services at a given price (Eastin et al, 2011). This section outlines some of the key theories and approaches used in demand-based analysis, however, it should be highlighted that these methods aim to measure one narrow economic impact – monetary value. Using these methods alone will highly undervalue the economic impact of less traditional businesses, such as community businesses whose impacts are much more wide ranging than monetary value. Demand-based methods do not cover other impacts, such as wider social and community benefits, which are likely to arise from skills and employability development. Therefore, these methods are not appropriate to use exclusively to measure the economic impact of community businesses and their activities. Furthermore, if appropriate data are not collected or held by these businesses, these methods cannot be applied.

The development and reshaping of demand-based economic analysis and impact can be linked back to Keynes' General Theory of Employment, Interest and Money, and much of the terminology from this approach is still used today (Keynes, 1936). Keynes' theory challenged the previous classical economic view that the economy is self-adjusting, and instead takes into account the

wider effects of demand levels, arguing that an economic downturn could occur because of inadequate demand in the market for goods or services. The theory incorporates what is known as the multiplier effect, whereby injection of new demand/spending results in increased income or, conversely, a decrease in income when spending falls.

Similarly, the input–output analysis model initially developed by Leontief is commonly used for estimating the monetary impacts of economic downturns or upturns when planning and forecasting (Leontief, 1966). The approach most commonly involves the development of tables displaying the relationships between industries and seeks to represent the flow of money between them. However, it does not cover other impacts such as labour-market skill-creation.

The theories and methods developed by Keynes (1936) and Leontief (1966) are still used in EIA today; for example Price Waterhouse Cooper (PwC) and Oxford Economic Forecasting are key organisations undertaking EIA and adopting these approaches.

Oxford Economics (no date) argue that it is important to look at the economic channels through which a business (or sector) impacts on the economy. Oxford Economics use a framework that takes into account direct impacts, indirect or supply chain impacts and induced (or consumption) impact, in order to decipher and interpret the total economic impact (nationally) attributable to the business in consideration.

- Direct impacts refer to activities of the organisation, such as employing staff, contribution to Gross Domestic Product (GDP) using the difference between revenues and spending (or wages and profits), and tax payments.
- Indirect (or supply chain) impacts relate to the spending of the organisation and related further spending in the rest of the supply chain, used in calculations for total added value.
- Induced (or consumption) impact accounts for the spending of employees' wages in the national (or local if looking at local impact) economy, which then trigger activities within the economy in question.

By summing all three channels of economic impact, it is possible to measure the total economic activity attributable to an organisation.

Similarly, PwC emphasise the importance of businesses needing to understand the impacts of their key decisions, in order to demonstrate the beneficial impact of their activities and justify their investments (PwC, 2015). PwC utilise broadly the same framework as Oxford Economics, using slightly different terms for the impacts. PwC carry out impact assessments that typically quantify and monetise three types of impact: direct impacts (e.g. employment),

indirect impacts (e.g. the spending of those employed by the business) and wider impacts (the extent to which activities contribute to other sectors in the economy). Furthermore, it is argued that impact assessments should now be analysing various forms of impact, practising a holistic approach, rather than focusing solely on economic or social impact (PwC, 2015). This holistic approach is especially important for less traditional businesses, such as community businesses or social enterprises, to demonstrate the wider impacts of their activities rather than solely focusing on monetary values, which underestimate their value to the economy.

An example of a tool under the demand-based framework used by community organisations to measure economic impact is the LM3 (Local Multiplier 3) tool. The LM3 is designed to measure the extent to which money flows around a local area and the proportion that is leaked out of the area (Swersky, 2015). Locality¹ argue that a combination of local staff and local suppliers will result in strong LM3 scores 'suggesting that community anchor organisations² do act as powerful economic multipliers, creating positive money flows in areas of economic disadvantage' (Locality, 2017).

Much of the literature regarding applying traditional EIA to less traditional businesses tends to be concentrated on the arts sector. The Audience Agency³ provide toolkits and reports on EIA (at a cost) for organisations within the arts sector wishing to undertake analysis of their economic impact. The Audience Agency outlines a number of methods, often used interchangeably with one another depending on the organisation's needs, which can form an economic impact assessment. These methods include: research into the audience/customer profile, economic impact calculations based on visitor/customer spend, interviews with stakeholders and other local businesses, and case studies that bring the numbers to life (The Audience Agency, no date). The Audience Agency stress the need to deliver robust methods to ensure credible evidence as well as continue ongoing monitoring, which is often why many organisations commission specialist consultants to carry out the assessment.

One method often used in the arts/culture sector is economic footprint analysis, which focuses on measuring the size of an organisation's activities and comparing it to the national economy. The method has similarities to and overlaps with the traditional EIA approach, and typically measures the impact of a single organisation or the contribution of an industry or sector. Within the method, two elements are calculated and analysed: GVA and employment.

¹ Locality is a membership organisation supporting local community organisations, offering specialist advice, peer learning and campaigning.

² Anchor organisations refer to organisations that are unlikely to move location, usually because their purpose and mission is bound to that area (Renaissi).

³ The Audience Agency is a mission-led charity with a purpose to enable cultural organisations to use their national data to increase their relevance, reach and resilience.

For this method, expenditure and gross output (output value) of the organisation are required and, as a result, the GVA figure indicates the contribution of an organisation or activity to the economy as a whole (Arts Council, 2012).⁴

A report for the Arts Council outlines alternative methods employed to measure the value and wider benefits of an organisation or its activities (Arts Council, 2012). Firstly, contingent valuation is an approach that aims to estimate the extent to which customers benefit from a product or service over and above the price they pay for it (enabling free services to have a value allocated to them). The approach reveals a monetary value that people place on a particular organisation or service. These kinds of techniques can be particularly useful for organisations such as community businesses compared to traditional businesses, where the latter have a recognised commercial market and can price their products. However, the Arts Council note that the approach can be time-consuming and involves extensive primary research with users and non-users.

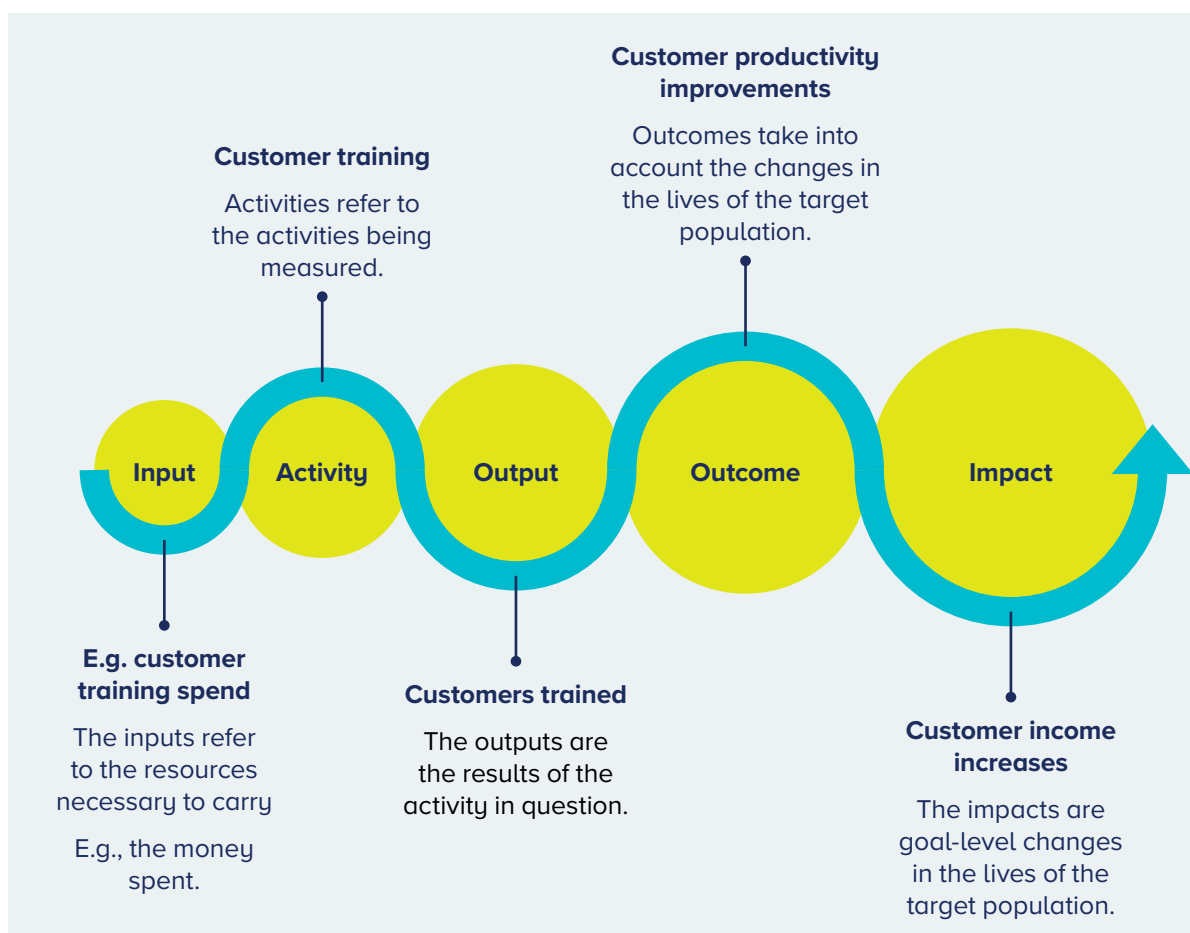
Other, more bespoke, toolkits used to demonstrate impact include the Volunteering Impact Assessment Toolkit, developed to gain an understanding of the impact of volunteering activity on specific groups, namely: the volunteers; the host organisation; the service users; and the wider community (NEF Consulting, no date – b). The approach uses methods such as questionnaires and focus groups to collect data, and the impact is demonstrated in terms of physical, human, economic, social and cultural capital. Measuring the impact of volunteers is much more applicable to less traditional businesses compared to more traditional businesses, where volunteers are rarely used. A study exploring the contribution and value of small and medium-sized charities (SMCs) indicates that these organisations contribute to the added-value aspect of social value through provision of volunteering opportunities and SMCs provide more volunteers per £1 of funding than larger charities (Dayson et al, 2018). In addition, the report highlights that volunteering is a source of 'individual and economic value in its own right, leading to outcomes for the individuals and providing GVA to the economy' (Dayson et al, 2018).

Supply-based analysis

Supply-based analysis is built on the concept that increasing the supply of goods or services leads to economic growth. Supply-based analysis is of particular interest when considering the impact of training and skills development, as this involves the supply of activities, which in turn impacts the economy (as shown in Figure 1). In supply-based analysis, understanding the pathway of how a business' activities translate into socio-economic impacts is imperative prior to measuring economic impacts (WBCSD, 2013). Historically referred to as a 'results chain', 'logical framework', 'log frame' or 'route to impact', Figure 1 demonstrates how this pathway could be mapped for a business investing in the provision of skills training.

⁴ The Arts Council was set up by Royal Charter to champion and develop art and culture across the UK.

Figure 1: Logical framework mapping how business activities translate into socio-economic impacts



Adapted from WBCSD, 2013.

Figure 1 demonstrates the pathway of how community businesses might contribute to socio-economic impact by supplying training and upskilling those external to the organisation. However, it is important to note that community businesses will also often contribute by upskilling their own employees and/or volunteers through skills development and employability activities.

More recently, however, the logical framework has been viewed as a standardised template with little flexibility, and instead socio-economic impact assessment is often based on the theory of change (Harries et al, 2018), which aims to display how and why desired change is expected to happen through a pathway of activities and interventions.

Following the understanding of how activities translate into impacts, the contribution a business or sector makes to the economy can be measured. WBCSD developed a Measuring Impact Framework that sets out stages in how to assess the contribution. The four-step methodology involves:

- 1 Setting the boundaries:**
in terms of the objective of the assessment, geographical boundaries and the activities to be assessed;
- 2 Measuring direct and indirect impacts:**
identify the sources and relevant indicators of impact and measuring it;
- 3 Assessing the contribution to development:**
how do the impacts contribute to development within the area; and
- 4 Prioritising management responses:**
highlight key risks and opportunities relative to the impacts and build a response based on this.

(WBCSD, 2008b)

The framework is set out for larger organisation and company decision-makers, and is designed to be carried out by skilled practitioners. This type of undertaking would be difficult for smaller businesses, such as community businesses. Nevertheless, WBCSD (2008a) argue that building businesses that are truly inclusive (benefitting both business and society) requires clear measures of success and an understanding of the broader impacts the business has on societies where it operates. Therefore, businesses at all levels should have some understanding of the broader impacts the business has on its community.

A holistic supply-based approach to impact measurement developed by PwC is Total Impact Measurement and Management (TIMM). The TIMM approach incorporates wider impacts, rather than focusing solely on monetary value, and can provide a holistic understanding of how an organisation's activities deliver value to the supply chains and communities in which it operates (PwC, 2013).

TIMM encompasses four areas of impact:

- Social impact: measures and values the consequences of business activities on society such as health, education and community cohesion
- Environmental impact: puts a value on the impact a business has on natural capital e.g. emissions to air, land and water, and the use of natural resources
- Tax impact: values a business's contribution to the public finances, including taxes on profits, people, production and property, as well as environmental taxes
- Economic impact: measures the effect of business activity on the economy in a given area by measuring changes in economic growth (output or value added) and associated changes in employment (PwC, no date)

It is these supply-based analysis models that are of particular relevance when looking to measure the impact of community businesses' skills and employability-development activities on the local economy, as this approach takes into account how such activities translate into impact and lead to economic growth. In comparison, demand-based approaches often rely on monetary values and fail to consider the more social impacts of these businesses, and are therefore are not entirely suitable to measure the impact community businesses.

One area where community businesses can contribute to the local economy through supply-based analysis is by moving people from long-term unemployment to sustained work through the intermediate labour market (ILM) model. As well as providing work and skills development opportunities to people, alongside increasing softer skills such as confidence building, the approach also serves an economic purpose that more traditional businesses do not provide. Research around how the New Deal for Communities (NDC) strategy established ILMs looked at three case-study areas, which all sought to support clients furthest from the labour market with a bridge to the world of work (Bickerstaffe et al, 2004). The research areas (Hull, Rochdale and Sunderland) all created job outcomes amongst other impacts for their beneficiaries.

Measuring the economic impact of community businesses

Evidence of measuring the economic impact of community businesses is limited. A report for Social Finance exploring the scale of the community-business sector outlines a number of challenges for community businesses in undertaking economic or social-impact assessments (Swersky et al, 2015). The report suggests that community businesses often lack the resources and capacity to carry out extensive data collection and analysis, and that if they are not reliant on funding or grants, they are less likely to undertake detailed monitoring and evaluation. Harries et al (2018) also highlight the lack of capacity of community businesses to undertake impact analysis. In response to this, the use of a tool needing less time and fewer resources is potentially preferable. Table 1 (page 6) summarises some of the currently used impact-analysis tools and highlights which methods may require less capacity than others.

Although limited evidence is available on measuring the economic impact of community business, some literature draws upon the experience of other non-traditional businesses, such as social enterprises. One of the main differentiations between community businesses and social enterprises can be made by defining community businesses' purpose, benefits and management in relation to communities in geographical areas (Bailey et al, 2018). However, there is overlap in the goals, values and operation of community businesses and social enterprises, and many community businesses strongly consider a social and/or environmental mission with which social enterprises can identify. Therefore some of the evidence around measuring the impact of social enterprises can be considered for community businesses.

Research highlights that, whilst there is more evidence available on social enterprises measuring their economic impact, they face similar challenges. A survey circulated to the social enterprise sector in the Heart of the South West LEP highlighted that, although organisations had clear social objectives, only around half of the social enterprises surveyed measure their social impacts (Donbavand, 2016). Furthermore, the research indicated that most social enterprises that do measure their social value do so informally rather than by using recognised standardised techniques (Donbavand, 2016). Conversely, the State of Social Enterprise Report 2017 conveys a higher proportion of organisations measuring their impact, with 77% of survey respondents indicating that they measure their social impact to 'a large' or 'some' extent (Social Enterprise UK⁵, 2017). Details of how enterprises measure this impact are not reported. Consequently, the picture on the proportion of social enterprises measuring their social impact is mixed, but it is widely acknowledged that less traditional businesses face challenges when measuring their impact (both social and economic) (Social Enterprise UK, 2017; Donbavand, 2016; Weaver et al, 2017).

⁵ Social Enterprise UK is a national membership body for social enterprises, running campaigns, building networks, delivering research and raising awareness for the sector.

Although the use and development of methods for measuring economic and/or social impact is ongoing, some community-based organisations and social enterprises, including CICs, have openly started to question ‘the validity of formal methodologies for impact measurement’ (Boeger et al, 2018). Such organisations suggest that, using the current methodologies, social impact is immeasurable; the underlying theory is inadequate to establish links between inputs, outcomes and impact; and that therefore the findings are irrelevant to guide future decision-making or predict success (Boeger et al, 2018).

In order to demonstrate the local impact of non-traditional businesses, including community businesses, it is recognised that impact assessment should include some form of measurement of social impacts of skills and employment activity. Of the literature surveyed so far, the anticipated social impacts of skills and employment activity by community businesses include: increasing confidence of individuals, reducing social isolation, supporting community cohesion, improving wellbeing, increasing skills and employability, and bringing those disadvantaged from the labour market closer to employment.

A report reviewing evaluation methods for social innovation emphasises that a number of the tools currently used for measuring impact are not specifically designed for social-impact assessment and are, instead, based on more traditional standard-economic methods or tools of financial accounting and reporting (Weaver et al, 2017). Additionally, Weaver et al (2017) suggest that, although the area is now fast developing, social-impact measurement is under-theorised and under-researched.

Research for the Ministry of Housing, Communities and Local Government (formerly the Department for Communities and Local Government – DCLG) focusing on community economic development recommends that a shift is needed in terms of what is measured and at what level in order to align with community-level economic-development activities and outcomes (Co-operatives UK⁶, 2017). The research observes that the current mainstream view of the economy tends to focus on growth or profit as the end goal, with resources feeding into the system. In contrast, community economic development ‘uses the knowledge, priorities and assets of place-based groups of people to work out what precise economic structures and systems will work best in a given place, within a given community’ (Co-operatives UK, 2017). Furthermore, Thornton et al (2019) also highlight that not all impacts are comparable and the activities delivered by community businesses ‘will have different types and levels of impact for different groups of people’. Different types of impact may include creating employment opportunities, creating a sense of pride in a community or reducing social isolation.

⁶ Co-operatives UK is the network for co-operatives in Britain, working to promote, develop and unite co-operatives across all sectors.

One of the most widely-used models in measuring social impacts is Social Return on Investment (SROI), an approach that measures value (rather than money) and takes into account social, environmental and economic cost benefits (often excluded in traditional EIA) to measure the impact on people or organisations that experience or contribute to a change (Nicholls, 2012). The Arts Council (2012) outline two types of SROI: evaluative, which is conducted retrospectively and based on outcomes; and forecast, which predicts social value based on intended outcomes. SROI involves establishing who all the stakeholders are and how the organisation might have an impact on them – both positively and negatively. Key to this method is the involvement of stakeholders in defining value and impact. Therefore, with regard to this approach, the involvement of community stakeholders – such as employees, volunteers, trustees and end users – is critical in outlining the value and impact of the activities of community businesses. Similarly to EIA, SROI uses a gross to net conversion, taking into account deadweight, displacement, substitution and attribution (Arts Council, 2012). SROI is most notably used within the voluntary and community sector.

SROI is also based on accounting principles and cost-benefit ideas, and therefore is considered by some as not fully appropriate for fulfilling the needs of social-impact evaluation (Weaver et al, 2017). Furthermore, the literature highlights that a comprehensive SROI approach comes with cost and complexity, and tends to require trained staff or external support to complete. A survey carried out amongst community businesses in 2015 revealed that 60% of community businesses responding to the survey used some form of impact measurement and for the majority this was a feedback through surveys and user-satisfaction questionnaires, whereas a very small number used a more comprehensive SROI analysis (Swersky et al, 2015). In addition, due to the unique stakeholders defined within a project or business undertaking SROI, the results retrieved from SROI analysis are not comparable across projects or businesses.

Focusing on social impact, the HACT⁷ Social Value Bank is a bank of social-value metrics developed by HACT and SIMETRICA⁸ that can provide a basic assessment of social impact, provide evidence of value for money and compare the impact of different programmes (HACT, 2020; HACT and Simetrica).

⁷ The Housing Associations' Charitable Trust (HACT) is an agency providing future-orientated solutions, projects and products for UK social housing.

⁸ SIMETRICA-JACOBS is a research consultancy that specialises in social-impact measurement

The values can also be used within a full SROI or Cost-Benefit Analysis. The method enables a social value to be placed on community-focused activity (HACT, 2020) and covers a broad range of community interventions, including employment, health and financial inclusion. Alongside the accompanying tools (Value Calculator and Value Insight), the values can be applied in order to understand a basic assessment of the impact of individual activities, generate an Impact Valuation Statement and inform a strategic approach (Trotter, 2014). Given its focus on social impacts derived from activities such as employment, this bank is a tool worth drawing on when measuring the value of the employment and skills activities of community businesses.

Locality have developed an Economic Resilience Framework, intended to build a commitment of local commissioning by which local anchor (multi-purpose) organisations provide local services and, in turn, councils can create better, more responsive services, building a fairer, more resilient local economy (Locality, 2017). One of the seven characteristics of the framework is a positive flow of money and resources, whereby the local area retains public and private-sector spending and ‘wealth created locally is multiplied through the use of local supply chains and local labour’. The framework report explores how best to measure the impact of local anchor community organisations and what should be taken into account when doing so. The following conclusions were drawn:

- A variety of approaches are needed: there is no single approach that will be appropriate and meaningful in every case.
- Bespoke approaches are needed in order to match an organisation’s needs and circumstances.
- Collaboration is key to the impact-assessment process: approaches should be rooted in the way the organisation already works, managed and co-designed by the organisations and adjusted to the scale and capacity of the organisation.
- Organisations should be able to present ‘contributions’ rather than ‘attributions’: for example, it might be useful to look at how an organisation plays a part in wider social, environmental or economic change in a community rather than focusing on its individual impact. (IVAR⁹ in Locality, 2017).

⁹ IVAR (Institute for Voluntary Action Research) is an independent charity working closely with people and organisations striving for social change.

Research suggests that it would not be helpful to assign a specific tool or set of impact measures to community organisations due to their heterogeneous nature, but instead to develop measures and indicators relevant to the local circumstances and the individual organisation (Locality, 2017; Higon et al, 2019). Furthermore, this exemplifies the reasons behind measuring the outputs of community businesses, such as jobs created, as oppose to undertaking complex economic techniques to assess impacts.

In their most recent impact report, Social Enterprise UK outlined the beginnings of an emerging framework they are developing to understand the collective contribution of social enterprises to the economy, society and the environment (Social Enterprise UK, 2019b). The framework asks questions around:

Economic inequality:

Is the business spreading or mitigating economic inequality? Who shares the income earned by a business? Look at wages, supply chain, tax contribution and profits distributed to shareholders.

Social justice:

Does the business engage with people equally or does it favour some groups over others? What is the balance of gender, minorities, disabilities and other protected characteristics among employees, leadership, the board and customers?

Environmental sustainability:

Is the business making the world more or less environmentally sustainable? How much energy, water and other resources is the business consuming?

(Social Enterprise UK, 2019b)

Social Enterprise UK suggest displaying the information gathered from the above questions in a chart and allocating scores to each element, which will allow an organisation to see areas where it is doing well and where it needs to improve (Social Enterprise UK, 2019b).

The impact of employment and skills-development activities

This section highlights the link between employment and skills-development activities and the consequent impact on employees and the local economy. The Power to Change Community Business Market research in 2019 highlights the importance of employability and skills development as an impact within the community business arena, with just under two-thirds of community businesses (61%) selecting 'increased employability' as one of their social impacts (Higton et al, 2019). However, there is little research into what tangible impact these activities are having on the local economy.

Nonetheless, a paper exploring the impact of employment and training activities argues that there is a positive correlation between training and skills-development activities and economic returns (What Works Centre for Local Economic Growth, 2016). Furthermore, research for the Department for Business, Energy and Industrial Strategy (BEIS, formerly Department for Business, Innovation and Skills – BIS) argues that there is evidence of the economic benefits of training and development, such as wage increases, remaining in employment and a reduced uptake/dependency on benefits, as well as wider benefits, such as an individual's well-being and the rewards of learning (Cambridge Econometrics and Warwick Institute for Employment Research, 2013). However, of note is that this research focuses on reviewing the benefits of gaining more formal qualifications (vocational), rather than informal skills development.

In addition, a sector-specific study for the Good Things Foundation¹⁰ (previously Tinder Foundation) and GO ON UK¹¹ explored the economic impact of equipping 100% of the UK population with basic digital skills (Centre for Economic and Business Research, 2015). The report argues that basic digital skills benefit the wider economy, as well as individuals, by boosting the productivity of people in work and helping improve the prospects for unemployed people to find jobs. The study concludes that the benefits gained from providing training to those without basic digital skills far outweighs the costs involved, estimating a benefit of almost £10 to every £1 invested.

Whilst there is an indication in the literature that a positive link exists between employment and skills-development activities and the consequent impact on employees and the local economy, there is little evidence of a methodology being applied to community businesses that captures this link. However, this piece of research aims to add to the evidence base around the impact skills and employability development activities have on the local economy.

¹⁰ The Good Things Foundation (previously the Tinder Foundation) is a social change charity that supports socially excluded people to improve their lives through digital.

¹¹ GO ON UK was a Government organisation focusing on digital skills and inclusion.

Local economies and inclusive growth

Since 2017, the Government's plans for local industrial strategies in England have offered an opportunity to develop further the growing interest in local economic development and, within it, the inclusive-growth agenda. Ensuring economic growth benefits everyone is at the centre of inclusive-growth theory, allowing as many people as possible to contribute to and benefit from growth, with a focus on employment opportunities for those who are furthest from the labour market. Research suggests that community businesses play an important role in developing a more inclusive economy in deprived communities. By creating a strong sense of 'pride, possibility and positivity', and aiming to create community benefits, community businesses play a key role in creating better places in disadvantaged areas (CLES¹², 2019). Furthermore, being place-based allows these organisations to generate employment and trading opportunities for local people and businesses, by expressing a preference for locally based staff and suppliers. Incidentally, following its inquiry into achieving inclusive growth, the Royal Society for the encouragement of Arts, Manufactures and Commerce (RSA) Inclusive Growth Commission recommends that future industrial strategies should be place-based, delivering business-led productivity and quality jobs (RSA, 2017). The report from RSA acknowledges that investment in social institutions and people is as important as investment in economic infrastructure, and that these two elements are linked.

Conversely, CLES (2018) argue that, although the inclusive-growth approach outlined by the RSA is a welcome consideration on local economic growth, it also lacks acknowledgement of more bottom-up entrepreneurial movements for economic change, suggesting that the economy needs to meet the needs of everyone rather than just a few more. Furthermore, Lee (2018) suggests that, despite the well-meaning notion of inclusive growth, it is a concept that is 'fuzzy', making it hard to operationalise and facing a danger of becoming a sort of placebo, with policies in place but without leading to meaningful change. Lee (2018) argues that the challenge for the inclusive-growth agenda is to 'maintain momentum whilst refining concepts and developing realistic frameworks that work – but doing so without offering more than local policy-makers can realistically achieve'.

A report from the Cambridge Centre for Housing and Planning Research investigating economic opportunities for communities through a rapid evidence review suggests that there is a strong understanding that local people in relatively deprived, left-behind areas should be enabled to make an effective contribution to local economic development, including the provision of local services (Tyler et al, 2019).

¹² CLES – Centre for Local Economic Strategies – is a national organisation for local economies, developing progressive economics for people, planet and place.

Additionally, the report highlights that community-empowered partnerships that have undertaken a holistic approach to regenerate their area have achieved positive change for place and people – notably, the evidence suggests that this success is greater in relation to place over people. An area in which there is limited evidence of impact is economic change, particularly in terms of employment, where there is evidence of positive impacts for employability on individuals, but the numbers tend to be hidden in the aggregate change statistics (Tyler et al, 2019). Nonetheless, the research supports the idea that, to address the needs of left-behind areas, a neighbourhood place-based approach, building on a partnership model where the community is involved, should be considered. The paper emphasises that, in order for these initiatives to have impact and deliver the holistic approach required, they need to be long-term, adequately resourced and integrated into the wider economic system. Furthermore, the report argues that there is a need for links between businesses and the community in these areas, and that community-based enterprises play an important role in connecting local residents with mainstream services.

In a recent report, Social Enterprise UK emphasised the importance of considering social value in order to drive the inclusive-growth agenda forward (Social Enterprise UK, 2019a). Social value is the quantification of the relative importance that people place on the changes they experience in their lives (Social Value UK, 2020). The research states that 45% of councils responding to a survey reported having a social-value policy, a large increase from the 24% in 2016 (Social Enterprise UK, 2019a). These figures highlight the growing momentum of social value and the inclusive-growth agenda in recent years, but also that there is work to do to drive this forward further.

The importance of softer skills in contributing to local economies

One of the key characteristics of community businesses is bringing communities together, including supporting disadvantaged groups and progressing them closer to the labour market, as highlighted in the inclusive-growth agenda. Aside from the more tangible skills required to perform specific functions of a job, community businesses may also contribute to and/or require the development of softer skills amongst their workforce or beneficiaries, which in turn can contribute to increasing employability. Much of the literature around softer skills development within more traditional businesses focuses on skills-gaps and areas in which businesses feel their workforce need to improve. For example, the Employer Skills Survey 2017 revealed that businesses reported self-management skills, including time management and prioritising tasks, as well as managing one's own feelings and handling the feelings of others, as the most common 'softer' skills missing from applicants (Winterbotham et al, 2018). Furthermore, these types of softer skills were also reported to be the most common skills missing within an organisation.

Literature also highlights how non-traditional businesses, such as social enterprises or community businesses, can contribute to the development of softer skills. These businesses recognise that the main outcomes for their beneficiaries often include areas such as increased confidence and motivation, as well as better mental and physical wellbeing and increased softer skills (Bright Sparks, 2016). Furthermore, research suggests that volunteering, often offered by community businesses, can help boost soft skills, such as communication, time-management, creativity, leadership and teamwork (CABA¹³, no date).

The Warwick Institute for Employment Research highlights the importance of recognising soft outcomes, as well as distance travelled in terms of progression towards sustained employment, in order to capture the benefits resulting from employability activities that would otherwise be missed if only hard outcomes were recorded (Barnes et al, 2019). According to the research, measuring distance travelled has emerged as a 'valid and appropriate way to measure or monitor soft outcomes for those furthest from the labour market', arguing that such monitoring should be an integral part of employability projects and activities (Barnes et al, 2019). Furthermore, research suggests that businesses are increasingly seeing the value in soft skills, such as emotional intelligence and teamwork, and what these skills can bring to their organisation (Jobwise, 2019).

Concluding points

Research around local economic growth and the inclusive-growth agenda highlights the fundamental role community enterprises can play in addressing the needs of disadvantaged areas, as well as linking the community with businesses and mainstream services.

It is evident that there is a diverse array of approaches to measuring and demonstrating impact, including a growing number that focus on social impacts. Notably, traditional demand-based approaches do not take into account the more social impacts emerging from skills and employability development activities, and therefore supply-based analysis is more appropriate when looking to measure the impact community businesses have on the local economy.

Research undertaken by IVAR for Locality suggests that a single approach will not be meaningful for every case and there is a need for varied and bespoke approaches (Locality, 2017). The research acknowledges that the organisation in question should be involved in the design of the approach and encouraged to highlight 'contributions' and the role played in wider social, economic or environmental change, rather than focusing on 'attributions'.

¹³ CABA is a charity supporting the wellbeing of the chartered accountant community.

As well as the more tangible aspects measuring economic growth, such as job creation, local supply chains and GVA, the literature also highlights the importance of businesses' developing the softer skills of their workforce and beneficiaries, and how this in turn contributes to the local economy by, for example, increasing employability through confidence building or developing interpersonal skills.

The following summarising points relating to community businesses can be drawn from the literature:

- Established demand-based approaches will capture some economic contributions of community businesses but they fail to account for the full economic impact of community businesses and their distinctive impact on social outcomes that benefit local communities.
- Alternative measurement approaches, particularly on the supply-side, can address some of the gaps. However, it is widely acknowledged that approaches and methodologies are constantly evolving.
- There is an increasingly broad acceptance of the positive impacts of skills and employment activity on the local economy but it is still likely that the contribution of community businesses is being underestimated.

Appendix C: Demographics of employee and volunteer survey participants

As shown in Table 2, almost three quarters (73%) of survey participants were female but this varied based on role type; 65% of paid employees were female compared to 90% of volunteers and 50% of freelancers.

Table 2: Gender of employee and volunteer survey participants (n=147)

Gender		Employee	Volunteer	Freelancer	Role not specified	Total
Male	Count	26	4	4	1	35
	%	33%	8%	50%	14%	24%
Female	Count	52	47	4	5	108
	%	65%	90%	50%	71%	73%
Identify in another way	Count	1	0	0	0	1
	%	1%	0%	0%	0%	1%
Prefer not to say	Count	1	1	0	1	3
	%	1%	2%	0%	14%	2%

Source: SERIO employee and volunteer online survey

As shown in Table 3, the ages of participants varied across all role types.

Table 3: Age of employee and volunteer survey participants (n=147)

Age Bracket		Employee	Volunteer	Freelancer	Role not specified	Total
18–24	Count	6	5	3	2	16
	%	8%	10%	38%	29%	11%
25–34	Count	20	10	0	2	32
	%	25%	19%	0%	29%	22%
35–44	Count	24	16	1	0	41
	%	30%	31%	13%	0%	28%
45–54	Count	17	8	3	0	28
	%	21%	15%	38%	0%	19%
55–64	Count	12	8	0	2	22
	%	15%	15%	0%	29%	15%
65–74	Count	1	5	1	0	7
	%	1%	10%	13%	0%	5%
Prefer not to say	Count	0	0	0	1	1
	%	0%	0%	0%	14%	1%

Source: SERIO employee and volunteer online survey

The vast majority of participants identified their ethnicity as White (87%) (Table 4). However, this varied based on job role. Ninety-three percent of paid employees identified as White compared to 88% of volunteers and 63% of freelancers. A quarter (25%) of freelancers identified their ethnicity as Black/African/Caribbean/Black British and 13% as another ethnic group.

Table 4: Ethnicity of employee and volunteer survey participants (n=147)

Ethnicity		Employee	Volunteer	Freelancer	Role not specified	Total
White	Count	74	46	5	3	128
	%	93%	88%	63%	43%	87%
Mixed/Multiple ethnic groups	Count	3	2	0	0	5
	%	4%	4%	0%	0%	3%
Black/African/Caribbean/Black British	Count	1	1	2	3	7
	%	1%	2%	25%	43%	5%
Other ethnic group	Count	2	1	1	0	4
	%	3%	2%	13%	0%	3%
Prefer not to say	Count	0	2	0	1	3
	%	0%	4%	0%	14%	2%

Source: SERIO employee and volunteer online survey

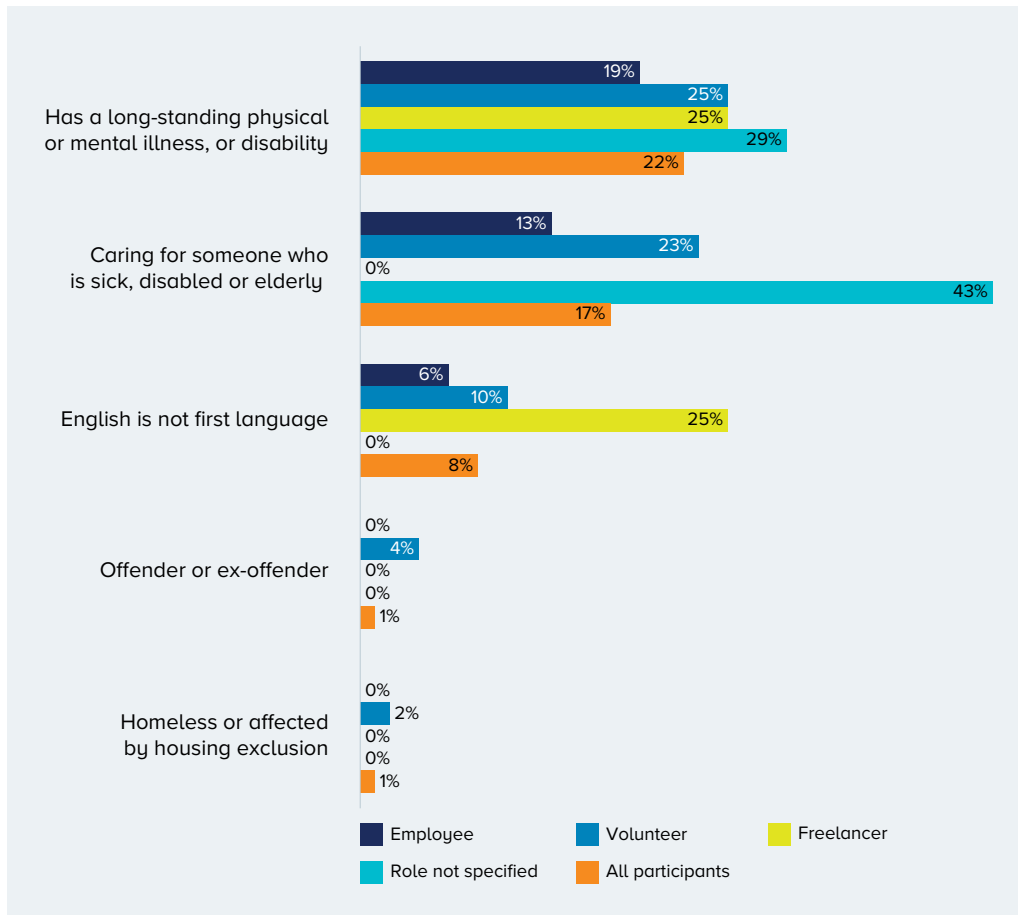
The majority of survey participants were educated to degree level or higher (66%) and this was relatively consistent across role types (see Table 5). Although this does not reflect interviewees' assertion that community businesses support those with low qualification levels to access employment opportunities, it is important to note that the below table is a reflection of survey participants only, and therefore might not be representative of all employees and volunteers supported by these businesses.

Table 5: Highest education level of employee and volunteer survey participants (n=147)

Highest education level		Employee	Volunteer	Freelancer	Role not specified	Total
Postgraduate degree or higher	Count	25	13	1	1	40
	%	31%	25%	13%	14%	27%
Degree or equivalent	Count	26	25	5	1	57
	%	32%	48%	63%	14%	39%
A Level or equivalent	Count	14	7	1	2	24
	%	18%	13%	13%	29%	16%
GCSEs grades A*–C or equivalent	Count	7	4	1	0	12
	%	9%	8%	13%	0%	8%
Vocational or BTEC qualification	Count	6	2	0	2	10
	%	7%	4%	0%	29%	7%
Prefer not to say	Count	2	1	0	1	4
	%	3%	2%	0%	14%	3%

Source: SERIO employee and volunteer online survey

Chart 1: Percentage of participants who are disadvantaged from the labour market in some way (n=147)



Source: SERIO employee and volunteer online survey

Participants were asked whether they claimed benefits prior to their involvement with a community business and whether they do so currently. Generally, there was very little change in benefit claims. However, prior to involvement with a community business, 76% did not claim any benefits and currently 79% do not (see Table 6).

Table 6: Benefits claimed by participants pre-involvement with business and currently (n=147)

Benefits claims	Pre-involvement		Currently	
	No.	%	No.	%
No	111	76%	115	79%
Yes – Child tax credits	14	10%	11	8%
Yes – Universal Credit (UC)	7	5%	8	5%
Yes --Working tax credits	4	3%	5	3%
Yes – Jobseeker’s Allowance	4	3%	0	0%
Yes – Other	4	3%	3	2%
Yes – Personal Independence Payment (PIP)	3	2%	6	4%
Yes – Employment Support Allowance (ESA)	2	1%	1	1%
Yes – Carers’ and disability benefits	2	1%	2	1%
Don’t know	1	1%	2	1%
Prefer not to say	5	3%	3	2%

Source: SERIO employee and volunteer online survey
 N.B. Participants could provide multiple responses

Appendix D: Demographics of service-user survey participants

The service-user survey yielded a low response rate (16% average across all community businesses), and therefore the following demographic data do not necessarily represent the service users using or supported by the community businesses, and should be interpreted with caution. In addition, not all service-user participants had received training (formal or informal) from the community business, and so do not necessarily represent the same group of external beneficiaries discussed by the community businesses.

The service-user survey yielded a larger number of responses from female service users (64%, n=42 of 66 who answered the question) compared to male service users (33%, n=22). Almost half of survey participants answering the question were aged between 25 and 44 (47%, n=31). A further 30% (n=20) were aged between 45 and 64. Just 6% (n=4) of participants were aged between 18-24.

Survey participants provided details on their ethnicity. As shown in Table 7, over three quarters of participants (77%, n=51) reported their ethnicity as White, whilst 9% reported as Black/African/ Caribbean/Black British, 6% as Mixed/multiple ethnic groups and 5% as Asian/British Asian.

Table 7: Ethnicity of service user survey participants (n=66)

Ethnicity	No.	%
White	51	77%
Black/African/Caribbean/Black British	6	9%
Mixed/Multiple ethnic groups	4	6%
Asian/British Asian	3	5%
Prefer not to say	2	3%

Source: SERIO service user online survey

The majority of service-user participants held a high-level formal education qualification. As displayed in Table 8, the most commonly held highest level of formal education was a degree or equivalent (41%, n=27), followed by a postgraduate degree or higher (23%, n=15) and A-level or equivalent (17%, n=11).

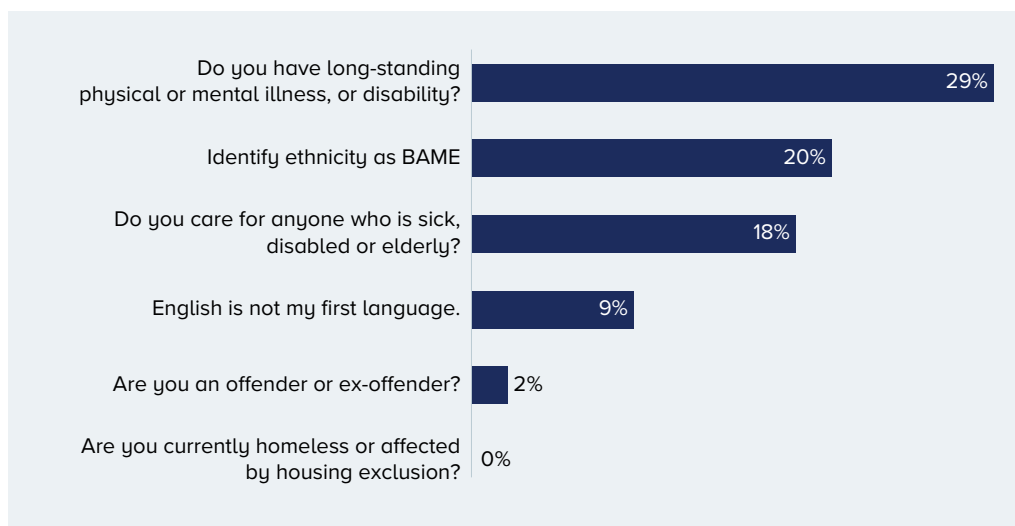
Table 8: Highest level of formal education for service-user participants (n=66)

Level of formal education	No.	%
Postgraduate degree or higher	15	23%
Degree or equivalent	27	41%
A Level or equivalent	11	17%
GCSEs grades A*–C or equivalent	4	6%
Vocational or BTEC qualification	4	6%
Primary school	1	2%
Don't know	2	3%
Prefer not to say	2	3%

Source: SERIO service user online survey

Participants were asked a series of demographic questions to determine whether they might be disadvantaged from the labour market in some way. As shown in Chart 2, over a quarter (29%) of survey participants answering the question indicated that they had a long-standing physical or mental illness, or disability, whilst 18% reported that they cared for someone who is sick, disabled or elderly. Nine percent of participants indicated that English was not their first language, whilst just one respondent (2%) indicated that they were an offender or ex-offender.

Chart 2: Percentage of participants indicating some form of disadvantage from the labour market (n=66)



Source: SERIO service user online survey

Participants were asked if they received any form of benefits before their involvement with the community business and currently. Almost two thirds (64%, n=42) indicated that they did not receive benefits either before their involvement with the business or currently. For those who did receive benefits before and after their involvement with the community business, there was little change in the benefits they received (see Table 9).

Table 9: Type of benefits claimed pre-community business involvement and currently (n=66)


Benefits claimed	No. of participants	
	Pre-community business	Currently
Yes – Child tax credits	8	7
Yes – Personal Independence Payment (PIP)	4	5
Yes – Universal Credit (UC)	4	4
Yes – Employment Support Allowance (ESA)	3	3
Yes – Carers’ and disability benefits	3	3
Yes – Working tax credits	3	2
Yes – Jobseeker’s Allowance	3	2
Prefer not to say	1	1
Don’t know	1	0

Source: SERIO service user online survey
 N.B. Participants could select multiple responses

Appendix E: Participating community businesses


198 Contemporary Arts and Learning





 **Location**
Lambeth, London


 **Founded**
1988

 **Legal structure**
Registered charity

 **Description of activity**
Supporting and developing projects that consider the work and study of emerging cultural identities, through exhibitions, workshops, education projects and critical debate.

 **Key assets**
Gallery spaces, community hire space, workshop floor, archive room, education studio

 **Employees**
Gallery spaces, community hire space, workshop floor, archive room, education studio

 **Volunteers**
11 trustees, and 16 volunteers

Overview

198 advocates for diversity within the visual arts and provides opportunities for those wishing to develop careers in the creative and cultural industries. The organisation was founded in 1988 in response to the uprisings in Brixton as a social space for the Black community. It developed into an arts organisation to represent artists and cultural producers from Black, Asian and Minority Ethnic (BAME) backgrounds. It has evolved to be a space which delivers an artistic programme, providing a platform for artists, curators and arts educators. The organisation also provides an educational space delivering activities for different groups in the community, such as young not in education, employment or training (NEET) people, refugees, people with special educational needs, and vulnerable adults. 198 also provides hire space for local community groups to come together. Following the purchase of the building in 2015, 198 embarked on a capital redevelopment project to provide work space alongside a dedicated hire space for the local community. The organisation works with around 100 young people annually through their education programme, a further 100 members of the community through other workshops, as well as taking on about 15 volunteers each year. In a typical year, around 7,500 people come through 198's artistic programme, either as audiences for exhibitions or participants in events.

The area of activity

According to the Index of Multiple Deprivation (IMD), 198 is located within the top 40% of the most deprived areas in the country and is in the 62nd most deprived Lower Layer Super Output Area (LSOA) in the Lambeth local authority, which contains a total of 178 LSOAs. 198 is located within the Herne Hill ward, as of the 2011 census, Herne Hill ward has a population of around 15,000 residents. Herne Hill has a slightly lower number of residents with no qualifications (8.7%) compared to Lambeth's average (10.5%) and slightly more residents with a level four or above qualification (54.6%) compared to Lambeth's average of 49.3%. In 2020, 3.7% of residents within the ward were claiming out-of-work benefits, which almost matched the average of Lambeth (3.8%).

Workforce (employees and volunteers)

198 recruits employees locally. Most employees are from the South London area, with half being from Lambeth. 198 typically recruit people from BAME backgrounds, as well as supporting younger people who are NEET through apprenticeships. The organisation also attracts employees who might have learning difficulties, such as dyslexia or dyscalculia, providing them opportunities that they might struggle to get elsewhere. For volunteers, around 70-80% are local. As with employees, many volunteers are from BAME backgrounds.

Contribution to employment and skills development

Employees and volunteers

198 provides both its paid employees and volunteers with a range of formal training, including sales skills and team working, as well as knowledge about the organisation and the products and services they provide. In addition employees receive training in time management and task prioritisation, and managing and motivating others. Employees also often achieve safeguarding qualifications at various levels, as well as first aid or health and safety certificates. On a more individual level, experiences with 198 have led to teacher certification and work towards a PhD.

Customers and service users

198 also provides a variety of training for its beneficiaries. For example, they work with 13-19 year olds from disadvantaged backgrounds, such as those that have been excluded from school or victims of crime, and train them in various design techniques. For some of these young people, 198 may be their primary source of education. This training has resulted in formal accreditation for some, including arts awards as well as AQA's. 198 have also provided apprenticeships in the past, at both the National Vocational Qualification (NVQ) level 2 and 3, in community arts management and design.

Additionally, 198 offer bespoke training for 18-30 year olds in the creative cultural industries focusing on building a career in the arts. These year long training packages are multifaceted and include elements such as mentoring, one-to-one support, master classes and networking opportunities, as well building skills around employability, such as job searching, Curriculum Vitae (CV) development and interview skills.

198 also provide a wide range of informal skills training including general Information Technology (IT) training for adults of all ages who may feel socially isolated, with an aim of helping them feel more connected.

Moreover, 198 host exhibitions throughout the year, which include a number of events such as panel discussions, reading groups, or life drawing classes. Such events provide learning opportunities and create an environment where participants can think and discuss potential issues.

Barriers to accessing training

Barriers to accessing training for staff and volunteers at 198 include capacity (particularly for staff) and budget to undertake the training. For their service users, 198 find that those with English as a second language sometimes struggle to access training because they may not know where to look or are unable to read the information. Those with child care responsibilities may also struggle to access training, although 198 aim to alleviate this through working flexibly with young mothers. Another barrier encountered by some includes mental or educational health needs - as participation is often a big part of the training that 198 provides, those with special needs or mental health issues like anxiety may be reluctant to get involved. Finally, transport is another barrier that many people face when trying to access the training, both as a result of the costs of transport and as a result of special transport needs, for example amongst older people.

Impacts of the training


For employees a key impact of the training provided by 198 is that it helps them feel like they are advancing their career. The training helps to build their confidence and makes them feel a valued part of the organisation, which in turn contributes to low staff turnover. Volunteers also experience similar impacts, such as increased confidence and self-esteem. In addition the training provides networking opportunities which helps volunteers build networks with people they might not otherwise engage with.


Barnsley Community Build (BCB)



 **Location**
Barnsley

 **Founded**
2001

 **Legal structure**
Registered charity,
social enterprise

 **Description of activity**
BCB provides training and education in the construction industry, with opportunities for some of the most difficult to engage local residents including long-term unemployed or young NEET people. Those aged 16-24 are provided with an opportunity to undertake an apprenticeship. BCB includes commercial activity which helps fund the training aspect.

 **Key assets**
College

 **Employees**
17 staff members,
25 apprentices

 **Volunteers**
Four trustees

Overview

Founded in 2001, BCB aimed to support and train out-of-work miners for different occupations as the mines began to close. After this, BCB shifted their focus towards younger people and apprentices. BCB have different teams (construction, refurbishment and environmental) that offer a commercial element and allow apprentices to experience different areas outside of the classroom. Trainees are usually from the local area, as is the commercial work which is generally undertaken for local businesses or private households. Where possible BCB use local supply chains.

The area of activity

According to the IMD, BCB falls within the top 10% of the most deprived areas in the country, and is in the most deprived LSOA in the local authority district of Barnsley. BCB is located within the Central ward, as of the 2011 census, Central ward has a population of around 11,000 residents. This ward has a comparable number of residents without any qualifications (21.4%) with the local authority average of 22.8%. The same is true with those that have a level 4 qualification or above, with 18.2% for Central ward and 19.3% for Barnsley. In 2020, 8% of residents were claiming out-of-work benefits, which is slightly higher than Barnsley's average of 6.9%.

Workforce (employees and volunteers)

The majority of core employees have been with BCB for around 15 years and have often come from jobs in a similar field. Most of the apprentices they employ would not be able to get into mainstream college, often have had an atypical education, through exclusion from school or receiving home schooling and so have no formal qualifications, so BCB provides them with an opportunity through an alternative route. BCB try to recruit apprentices from the areas they work in, as they have found travel costs can act as a barrier to those located further afield.

Contribution to employment and skills development

Employees

The main aim of the organisation is to provide training in the construction industry via apprenticeships to young people in the Barnsley area who would otherwise not have such an opportunity. BCB also provides training for their employees, for example, all employees receive first aid, safeguarding, suicide awareness and drug and alcohol awareness training. As a business, BCB pride themselves on being able to cater their training towards the individual, taking suggestions for new training from staff.

Barriers to accessing training

The biggest barrier to formal training is capacity. The organisation is small, with each member of staff having their own skillset, so when a member of staff is attending training it is difficult for someone to fill the gap. Nevertheless, training is recognised as important and wherever a staff member can be supported to attend training, they will be.

Impacts of the training

For apprentices, the impact of the training they receive can be huge. They leave BCB after a year with two qualifications and practical experience, which should open up opportunities of employment within the construction sector, which they otherwise might not have had. Through these apprenticeships BCB help break the cycle in often benefit-dependent families by giving those potentially disadvantaged from the labour market a chance. BCB do this with great success, as 84% of apprentices that finish the course go on to find work. BCB also find that most of their apprentices stay in Barnsley, which in turn helps support the local economy.

The impact training has on BCB's employees is positive, as it allows them to stay up to date with things like new legislation. The benefits are two-fold, as not only does the training benefit the business, as it allows its employees to function more efficiently, but it also benefits employees as they are constantly developing.


Bristol Wood Recycling Project





 **Location**
City of Bristol


 **Founded**
2004

 **Legal structure**
Social Enterprise and Cooperative

 **Description of activity**
Provides a wood waste collection service, timber yard for trade and public and a wood workshop in which volunteers learn to produce bespoke furniture to order.

 **Key assets**
Timber yard, wood shop and workshop

 **Employees**
Five full time, five part time

 **Volunteers**
Four trustees, around 35-40 volunteers

Overview

Formed in 2004 as a social enterprise and later becoming a cooperative in 2011, Bristol Wood Recycling Project (BWRP) harvests waste wood so that it can be resold and reused. BWRP have four key goals that drive them forwards: remain self-financing; save resources from waste; provide affordable timber to the community; and, enable social inclusion through the creation of an inclusive, sociable space in which volunteers and staff can learn and share. BWRP have grown from a two person organisation when they first opened to a ten person organisation in 2020. Until 2018, they operated out of Bristol historic cattle market, paying a peppercorn rent to Bristol City Council, but had to relocate when the council sold the land. They moved to new premises a short distance away and raised money to purchase the new premises through crowd funding from the community whereby supporters purchase bonds to enable them to continue to operate. As a result of this move the business now operates on a much larger scale. BWRP work to benefit both the community and the environment by transforming waste into shared assets through their inclusive volunteering program. They provide a wood waste collection service, timber yard for trade and public and a wood workshop in which volunteers learn to produce bespoke furniture to order.

The area of activity

According to the IMD, BWRP falls within the top 30% of the most deprived areas in the country, and is in the 91st most deprived LSOA in the City of Bristol, which contains a total of 263 LSOAs. BWRP is located within the Lawrence Hill ward, as of the 2011 census, Lawrence Hill ward has a population of around 18,500 residents. This ward has a higher number of residents without any qualifications (20.1%) when compared to the City of Bristol average of 13.3%. The proportion of residents with a level 4 qualification or above is also lower than the City of Bristol average (27.3% compared with 35.8%). In 2020, 6.2% of residents were claiming out-of-work benefits, which is over double the average of the City of Bristol's 2.7%.

Workforce (employees and volunteers)

Alongside relevant experience, BWRP puts a great deal of emphasis on social empathy and inclusion awareness when recruiting new members of staff. This is important, due to the wide range and variety of volunteers that come through their door. The majority of their staff are younger, from the local area, and educated to degree level.

Volunteers are integral to BWRP's success. Their business is very labour intensive, as everything needs to be done by hand, therefore the business model only works by people donating their time. For their time and labour, volunteers gain a unique opportunity, have access to a safe place where everyone is made to feel included, and are able to connect socially. They receive experience and training, and individual needs are catered for. BWRP volunteers have a variety of goals, it may be that they want some structure in their life, or they may wish to gain experience in a workshop and learn about the work environment and how to use specific tools and machinery. For others, they already have skills and experience and want to put these to use in

their local community. BWRP actively tries to recruit volunteers that are disadvantaged from the labour market. Many of their volunteers may suffer from mental health issues and support groups in the community often refer these individuals to BWRP. They have a close link with a local college that runs a two year furniture making course, which many volunteers go on to join, or people come from that course to volunteer.

Contribution to employment and skills development

BWRP provide training to both their paid staff and volunteers. Formal training for paid staff includes health and safety courses for the construction industry, as well as first aid training, both of which lead to formal qualifications. Volunteers also receive some health and safety training, and once they have undertaken a small number of shifts they are eligible for induction into the workshop and can gain training in workshop skills. In terms of informal training, BWRP provide employees and volunteers with knowledge of how the organisation runs as a social enterprise and cooperative, as well as an intensive experience of the different areas of the organisation (e.g. retail, construction).

The organisation is run by a flat staffing model, whereby there is no hierarchy, and employees learn from each other on a regular basis. As a form of informal learning, BWRP also offer a meal at lunchtime, which allows their employees and volunteers to gather, share their experiences and learn from one another in a safe and inclusive environment. In addition, once volunteers are inducted into the workshop they can learn a variety of skills on an informal basis, such as spending an afternoon sanding or learning about carpentry.

Barriers to accessing training

Common barriers to accessing training for BWRP employees and volunteers include confidence that may stem from issues individuals have encountered in their personal lives. Furthermore, operating in the construction sector, the organisation finds that casual sexism and racism can be significant barriers to the work they are trying to achieve.

Impacts of training


Due to flat nature of the organisation's staff model, employees are able to learn from each other in an environment where there is no hierarchy. Colleagues share expertise and knowledge with each other, providing employees with rounded knowledge of how the organisation works and the different areas within the organisation.

The inclusive nature of the organisation allows volunteers to mix with others of all ages and backgrounds. The informal lunchtime meetings, alongside educational sessions held by the organisation, allow volunteers from all walks of life to socialise and learn from each other. Staff members play a role in promoting the inclusivity by guiding conversations where needed.

“The ability to sit around a table and share their life stories.. is a kind of informal training and ... is one of our strengths and very different to somewhere else”


Café Indie




 **Location**
Scunthorpe, North Lincolnshire


 **Founded**
2013

 **Legal structure**
Cooperative

 **Description of activity**
A café by day and music venue by night, underpinned by an employability project for young people. The organisation offers work experience, training and youth support work for young people along with a daily drop-in service and music sessions.

 **Key assets**
Café and music venue.

 **Employees**
Five full time, four part time

 **Volunteers**
Six trustees/committee members and up to thirty volunteers at any one time

Overview

Established in 2013, and opened in 2014, the café provides a service for the local community by serving food and drink, as well as holding events and music gigs in the evenings. The café is passionate about supporting young people in the community who are facing unemployment. This is achieved primarily through providing work experience, training and youth work support to young people aged 16-25. They also provide daily drop-in sessions for children aged 13-18, and work with community groups to address social issues, serving as a springboard for community development.

The area of activity

The IMD highlights that Café Indie falls within the top 10% of the most deprived areas in the country, and is in the 13th most deprived LSOA in North Lincolnshire, which contains a total of 101 LSOAs. Café Indie is located within the Town ward, as of the 2011 census, Town ward has a population of almost 8,500 residents. This ward has a higher number of residents without any qualifications (21.8%) when compared to the local authority average of 16.9%. In addition, there are less people with level four or above qualifications (18.2%) than the local authority average (21.5%). In 2020, 6.2% of residents were claiming out-of-work benefits, almost twice North Lincolnshire's 3.4% average.

Workforce (employees and volunteers)

Café Indie is run by both paid staff and volunteers who live in the local community. When recruiting staff, the organisation emphasises understanding both the social purpose of the organisation and commercial aspects, in addition to having the required qualifications for the role, typically in youth work. Some employees were previously volunteers who progressed on to an apprenticeship and then a paid role within the business. Employees have often experienced some form of disadvantage themselves, which enables them to be more empathic to others who are experiencing similar disadvantage.

Volunteers are integral to Café Indie, with the café staffed by volunteers aged 16-25. There are no requirements for volunteer roles and Café Indie provide them with the necessary skills and training to be able to volunteer in the café. Volunteers are typically those who are furthest from the labour market, with around 90% of them unemployed, and experiencing some form of disadvantage, including people with mental health issues and ex-offenders. The opportunity to volunteer provides them with the chance to develop job skills and improve their prospects. Café Indie typically has up to 30 volunteers at any time, and in the seven years that Café Indie has been open around 700 volunteers have been recruited.

Contribution to employment and skills development

Employees and volunteers

Café Indie provides both its paid employees and volunteers with a range of formal and informal training. As paid employees possess the required qualifications, formal training generally supports them to carry out their role, including training in safeguarding, autism awareness, and social issues that volunteers and customers may experience, as well as training on how to manage and motivate staff. Volunteers are provided with formal

training to ensure they have the skills to volunteer in the café, including food hygiene and customer service training. However, Café Indie also provide additional training for volunteers which is unrelated to their role within the café; training is holistic and tailored to the individual to support them to progress on to their chosen career path, as well as meeting any other needs they have. This training often results in formal qualifications for volunteers. Qualifications are typically at General Certificate of Secondary Education (GCSE) or NVQ level, but Café Indie has also supported volunteers to pursue higher level qualifications, including undergraduate degrees.

Informal training for employees and volunteers tends to be on the job training relevant to their role, as well as training on the organisation and its products and services. Employees also have regular meetings with their line manager and engage in reflective practice, where appropriate. Volunteers are provided with informal training on different social issues, based on the needs of the volunteers and community.

Customers and service users

The beneficiaries of Café Indie are primarily their volunteers. However Café Indie also provides free drop-in sessions and music sessions for young people aged 13-18. The drop-in sessions are issue based, providing learning on a range of social issues. The music sessions support young people learning to play an instrument, as well as recording, promoting and performing. Over the past 12 months the drop-in sessions have welcomed 121 young people and the music sessions have supported 56. This support is felt to be very important as there is no youth centre in the area.

Barriers to accessing training

The main barrier to undertaking training for staff is capacity. For volunteers, barriers are primarily access to transport to attend training where it is not locally based, and previously having negative experiences of education which can limit their motivation to engage with formal training.

Impact of the training


The training provided by Café Indie is key in building the confidence of employees and volunteers, and also supports them to carry out their role more effectively. It also helps volunteers build a supportive peer network which further enhances their confidence and provides them with a wider support system. The training as a whole provided to volunteers ultimately increases their employability and wellbeing, which helps them to move closer to the labour market. Of the 700 volunteers that Café Indie has supported, 90% of whom were previously unemployed, 60% have gone on to paid employment. This includes seven volunteers who have progressed into paid employment with Café Indie.


Chichester Community Development Trust





 **Location**
Chichester, West Sussex

 **Founded**
2009

 **Legal structure**
Community Development Trust /
Registered charity and company
limited by guarantee

 **Description of activity**
Working in partnership with local
people and organisations to
improve the quality of life of those
in the Chichester community by
managing projects and initiatives
that create volunteering and job
opportunities within the community,
and providing leadership, support
and encouragement for community
groups to empower local people.

 **Key assets**
Two community venues, co-working
space, Grade II Listed chapel, and
play areas and parks

 **Employees**
One full time, three part time

 **Volunteers**
Nine trustees and 43 volunteers

Overview

Chichester Community Development Trust (Chichester CDT) empowers people by developing skills and supporting projects that create local opportunities, employment and build community spirit. The Trust own and manage community buildings and land which are hired by community organisations and local people who deliver services to the local community. To support this, they provide free hire and marketing support for new groups providing services. The Trust has also recently taken over a derelict Grade II listed chapel which they have secured funding to develop into a heritage and cultural centre, including a café and community development activities. They are also in the process of converting another building into a Mind Body Wellness Centre which will provide wellbeing and therapy courses for local people, as well as a café, which are both accessible and affordable to local people.

The profit from managing assets enables them to deliver a range of community development projects. This includes an employability project to support women to get into employment through peer mentoring and training, a project to support the physical and mental wellbeing of recently retired men, a community garden, and a Youth Ambassador programme.

The area of activity

According to the IMD, this neighbourhood falls within the 50% least deprived areas in the country, and is in the 26th most deprived LSOA in the Chichester District Council area, which contains a total of 71 LSOAs. Chichester CDT is located within the Chichester North ward, as of the 2011 census, Chichester North ward has a population of over 6,500 residents. This ward has a much lower number of residents without any qualifications (5.5%) compared with the local authority average of 11.2%. However, the number of residents with a level 4 qualification or above is higher in this ward (38.1%) than the local authority average (34.3%). In 2020, 4.2% of residents were claiming out-of-work benefits, which is slightly lower than Chichester's average of 5.2%.

Workforce (employees and volunteers)

Chichester CDT's workforce consists of both paid employees and volunteers, all of whom are locally based in the Chichester area. Some employees come from a background of having never previously been employed and having a lower skills base. Where possible, Chichester CDT recruit employees from their volunteer pool; all job opportunities are sent to volunteers and are supported through the application process by the Trust. This has been successful, with a number of appointments having been made this way.

Volunteers are primarily those who are retired and want to remain active in their local community, or those wanting to volunteer as a route into employment, the latter of whom often have caring or childcare responsibilities or are from low income backgrounds. In addition, Chichester CDT works closely with the local district council, providing work experience for people on the council's back to work programme.

Chichester CDT very flexible working hours for both employees and volunteers, which allows them to work around other commitments, enabling them to access employment or volunteering opportunities that they may not otherwise be able to access.

Contribution to employment and skills development

Employees and volunteers

Chichester CDT provides a range of formal training for their employees and volunteers. This includes a community training programme, health awareness training, how to manage different customers, and mental health training. This is ultimately to support them to understand the communities which they support. They also provide customer handling, food hygiene and team working training. The internal appraisal system for employees includes a training needs analysis which supports the organisation to identify training needs at an individual level. Some of this training results in formal qualifications, including NCFE accredited training in General Data Protection Regulation (GDPR) and City & Guild's accredited training in food hygiene.

Both employees and volunteers also receive informal training including knowledge of the organisation and its products and services, team working and IT training. Employees also receive informal training through mentoring and regular meetings with their line managers.

Customers and service users

Chichester CDT runs a programme to support women to move into employment. The programme covers a wide range of areas, including marketing, finance, IT skills, goal setting and action planning, and confidence-building. This is delivered through workshops by Chichester CDT employees and volunteers. In addition to this, each individual has a training allowance which enables them to undertake training externally, tailored to their individual needs or goals. Women on the programme also receive peer to peer support.

In addition, Chichester CDT run a Youth Ambassador programme for young people aged 12-18 which helps them develop a range of skills. This programme is an alternative to other programmes like Scouts, and supports young people who would not engage with those programmes. These young people are often from lower income families who want to improve their prospects.

Barriers to accessing training

The key barrier to training for employees and volunteers is having the capacity to undertake it whilst fulfilling the demands of their roles. For service users, the key barrier is the timing of training, a barrier which Chichester CDT supports them to overcome by providing training on evenings and weekends.

Impact of the training

For both staff and volunteers training ultimately upskills them and increases both their employability and confidence. It provides them a higher level of skills and qualifications than when they joined the business, which supports them to move into employment, into higher-skilled employment and to earn a higher income. The training is particularly effective for those who come from a less formal skills background, as it not only provides them with formal skills and qualifications that they can use to progress, but also increases their confidence significantly.

Many volunteers have moved into employment as a result of the experience and skills gained. For example, volunteers in the nursery have gone on to work in schools. Some volunteers have also moved into paid employment with Chichester CDT as a result of their increased understanding of the organisation and direct experience of working in the community. Other volunteers' confidence has increased which has enabled them to join the local council's back to work programme. A number have also been upskilled and supported to become self-employed.

For people external to the business, it provides them with the opportunity to undertake training which they might not normally access, be able to afford, or have the confidence to undertake. The training ultimately enhances their skills and qualifications, which many of them would not otherwise get, increasing their employability and ultimately moving them closer to the labour market or to progress into employment or education.


Goodwin Development Trust




 **Location**
City of Hull


 **Founded**
1994

 **Legal structure**
Registered charity, social enterprise

 **Description of activity**
The Trust is committed to improving the quality of life of residents within the communities of Hull. They identify and address the needs of the local people by working in partnership with public, private and third sector organisations. Services provided range from arts programmes to training and skills development opportunities, a housing programme, health and wellbeing projects, programmes specifically aimed at children and young people and food-related projects.

 **Key assets**
Village Hall (renovated church) home to youth arts and creative industries programme, employment support and community centre

 **Employees**
191 staff members

 **Volunteers**
Five trustees, and around 150 volunteers

Overview

Originally founded in 1994 by fourteen residents living in Hull, Goodwin Trust is now a social enterprise employing around 200 people, but continues to be a community driven business. Originally a small job shop on the council estate, it's grown substantially over the years. It now operates 20 services from 15 different sites throughout Hull.

The area of activity

According to the IMD, Goodwin Development Trust is located within the top 10% of the most deprived areas in the country, and is in the 2nd most deprived LSOA in the City of Hull. The Trust is located within the St Andrew's and Docklands ward, as of the 2011 census, St Andrew's ward has a population of around 8,000 residents. This ward has a higher number of residents without any qualifications (32.8%) when compared to the City of Hull's average of 23.4%. The number of residents with a level 4 qualification or above is also lower than the City of Hull average, 11.8% and 16.9%, respectively. In 2020, 15.5% of residents were claiming out-of-work benefits, which is higher than the City of Hull's average of 9.7%.

Workforce (employees and volunteers)

Goodwin Trust's workforce come from a varied background. Many have worked for the local authority and so have a good understanding of the wider local area. They also employ recent graduates. Some of the locally employed residents have come through their own employment programmes or creative industry placements that Goodwin Trust provide. For volunteers, some come to Goodwin Trust unemployed, looking for opportunities to help them find work. Others are students in university studying courses such as midwifery, who want experience in specific areas such as their doula program. They also have volunteers who are retired and want to give back to their community.

Goodwin Trust often employ locally, which helps them stay true to themselves and the people they support. Furthermore, most volunteers are recruited from the estate in which Goodwin operates. However, they do also recruit from outside of the local area when certain expertise are needed, so that they can provide the best service possible. The organisation also actively recruits paid staff and volunteers who are disadvantaged from the labour market. Volunteers at Goodwin gain experience and training and often go on to find paid work, either with Goodwin Trust or other employers, thus injecting money into the local community.

Contribution to employment and skills development

Employees and volunteers

Goodwin Trust provide a variety of formal training to their employees volunteers. Such training includes supporting them through degrees like youth and community studies, teaching qualifications, youth and community work courses, doula courses, how to be a volunteer courses, other community qualifications and level 3 qualifications. They also provide many statutory formal training for all their staff.

Informal training is also a key part of Goodwin Trust. Paid employees receive regular supervision, reflective practice and open space for discussion. On top of this, they might facilitate study visits, such as going to Hull University to speak with tutors for the youth and community studies degree, which can help them evaluate aims and work with others outside of their workspace. Volunteers also receive informal training, predominately through 1 to 1s and training days, in which they go to different spaces such as Universities.

Customers and service users

In terms of formal training, beneficiaries may receive training around employability skills, functional skills and safeguarding, as well as taking part in the courses on how to be a volunteer. Furthermore, they may also take part in the Duke of Edinburgh, which leads to a formal qualification. For the informal side of training, Goodwin Trust has a youth team, this provides informal education to local youth, to help them in different areas of their life.

Barriers to accessing training

Goodwin Trust have found that time is often a barrier to taking up training amongst their paid employees. Volunteers experience barriers if the training falls outside of their normal volunteer hours, however, Goodwin Trust find that most of their volunteers actively participate in the training offered. For service users, Goodwin find that many of the young people they support have struggled with school and therefore lack confidence in education, and so a key barrier for Goodwin Trust to overcome is helping them understand that their training is not like traditional schoolwork. Other groups of people, like single parents, may at first be reluctant to get involved with training, as their time acts as a barrier. Goodwin Trust overcome this by paying for childcare so that they can make time. Other barriers include language or a lack of confidence.

Impacts of the training

Goodwin Trust find that the informal side of training helps to keep their employees' and volunteers' ideas fresh and gives them a chance to reflect on their practice. The formal side of training helps to keep them up to date with and aligned to the business and its aims. Those that have their degree funded bring new ideas to the organisation and develop and grow areas of the organisation. For volunteers, the impact of the training are wide ranging, including going onto university to complete degrees or undertaking a professional qualification that leads to a career in youth work.

The impact this training has on the service users is often huge. For example, one of their projects resulted in 78% of the participants getting jobs in the creative industry. Improvements that are more general across many of their programmes include an increase in confidence and resilience, and gaining employment.

Halifax Opportunities Trust



Location

Halifax, Calderdale

Founded

2000

Legal structure

Registered charity and company limited by guarantee

Description of activity

Provide a range of support to help people find new or better jobs, learn new skills, start or grow businesses, discover new social connections and activities and to help raise their families with the aim to create a vibrant multi-cultural and self-sustaining community in Calderdale.

Key assets

two business centres and a community garden and kitchen

Employees

190

Volunteers

10 trustees/ directors and 60 volunteers

Overview

Halifax Opportunities Trust (HOT) is a registered charity and social enterprise founded in 2000. One of the key areas of work for the organisation is supporting people to move into new or better employment, learn new skills, and to start or grow businesses. This is primarily for local people in Calderdale who are unemployed or experience barriers to employment. The social enterprise aspect of the organisation includes two business centres, four nurseries and a community kitchen garden, the surplus from which supplements their charitable work and service provision.

The area of activity

According to the IMD, HOT is located within the top 10% of the most deprived areas in the country, and is in the 8th most deprived LSOA in Calderdale local authority. HOT is located within the Park ward of Calderdale, as of the 2011 census, Park ward has a population of over 15,000 residents. This ward has a higher number of residents without any qualifications (32.4%) when compared to the local authority average of 16.5%. 13.4% of residents have a level 4 qualification or above which is significantly lower than the local authority average of 27.1%. In 2020, 7.6% of residents were claiming out-of-work benefits, more than double the average of Calderdale (2.7%).

Workforce (employees and volunteers)

HOT typically recruit employees and volunteers from the local area; 85% of employees and the vast majority of volunteers live within a short distance of their workplace. The area in which they are based is very diverse which is reflected in the workforce, in turn enabling them to better support members of the community because they may have similar lived experience. Some employees were previously volunteers at HOT who have progressed into paid employment. Many volunteers are also previous or current programme participants with the organisation and are typically unemployed or economically inactive and looking for work experience. Whilst employees must meet the requirements of a role, as HOT is a large organisation they are able to tailor volunteer roles to the individual based on the type of work experience they want or the skills they want to develop.

Contribution to employment and skills development

Employees and volunteers

HOT provides a wide range of formal training for their employees. All employees receive basic training, which includes safeguarding, diversity and health and safety training. They also receive additional training specific to their role and individual needs. Most employees already have the required skills or qualifications to carry out their role and thus the training they receive tends to be a 'top-up' to ensure they remain up to date with new methods of working or changes in legislation. They also provide motivational interviewing training as well as training on social issues including gambling, domestic violence, and addiction, so employees can better support members of the community. Volunteers have access to the same formal training that paid staff receive. In addition to this, volunteers in the children's centres receive a 12 week training course before they start. Volunteers

receive informal training when they join the organisation through shadowing people from across the organisations to gain a strong understanding of what the organisation does. In addition to this, the chief executive provides an induction so that employees and volunteers can learn what the organisation is about and understand all of the different areas within it.

Customers and service users

One of HOT's key aims is to provide skills development and training to the local community. This training includes English for Speakers of Other Languages, food hygiene, first aid, and training for working in schools or childcare, much of which leads to formal qualifications. They also provide an apprenticeship scheme to support local people to upskill and gain employment. Informal training is more needs based and therefore tailored to the individual but might include life coaching and mindfulness to support wellbeing.

Barriers to accessing training

The main barrier for staff in undertaking training is capacity. The main barriers for volunteers and service users are language barriers, for those whose first language is not English, and low self-confidence. Some people with mental health issues, including anxiety, can also find it daunting to participate in training. However, volunteers and service users are generally motivated to learn new skills which supports them to overcome these barriers.

Impact of the training

The training provided by HOT to employees and volunteers has several key impacts; it increases their confidence and enables them to carry out their roles more effectively and with more autonomy. This is particularly important for employees given the challenging roles they often work in. For volunteers, the increased confidence supports them to apply for jobs and attend interviews. Training also ensures employees and volunteers feel valued, which in turn increases their self-esteem. Volunteers are upskilled, increasing their employability, with the majority of volunteers progressing into paid employment either within the community business or elsewhere.

Programme participants also experience a hugely positive impact from the training they receive. HOT uses a keyworker model, with key workers carrying out a joint assessment with participants about aspirations, interests and current skills. This enables them to tailor the training and skills development offer to the individual to ensure they meet their desired outcomes. This training supports participants to move closer to the labour market or into employment.


Homebaked Anfield



 **Location**
City of Liverpool


 **Founded**
2013

 **Legal structure**
Co-operative

 **Description of activity**
A community bakery project, co-owned and co-produced by people who live and work in the area. The project aims to provide quality affordable food and quality jobs and training for the community.

 **Key assets**
Bakery and café

 **Employees**
Seven full time and 13 part time

 **Volunteers**
Six trustees/committee members and 16 volunteers

Overview

Founded in 2013, Homebaked is a community bakery which operates both a bakery and a café. They have three key aims: to provide good quality, affordable food for the local community, to provide good quality jobs for the local community, and to provide training for members of the local community. Based directly opposite Anfield football stadium, revenue from football match days helps to subsidise prices, thus keeping them low in the café and allowing the bakery to produce fresh bread daily. In addition, Homebaked sell their products at local markets and events organised by arts organisations who they work closely with.

The area of activity

According to the IMD, Homebaked is located within the top 10% of the most deprived areas in the country, and is in the 9th most deprived LSOA in the City of Liverpool. Homebaked is located within the Everton ward of Liverpool, as of the 2011 census, Everton ward has a population of close to 15,000 residents. This ward has poorer qualification achievements in comparison to the local authority average. Residents in Everton are almost twice as likely to have no qualifications (37.7%) compared to Liverpool's average (20.5%). Furthermore, 13.6% of Everton's residents have achieved a level 4 qualification or above, which is lower than Liverpool's 24.9% average. In 2020, 14.2% of residents were claiming out-of-work benefits, which is substantially more than the average of Everton (8.8%).

Workforce (employees and volunteers)

Homebaked is run by both employees and volunteers, and although they do not exclusively recruit from the local area, 70-80% of employees and volunteers live within walking distance of the bakery. Around half of their current staff were previously volunteers who have progressed into employment with them. Furthermore, the majority of their employees were previously long-term employed for a variety of reasons, including being ex-offenders, having caring responsibility and having learning disabilities. Driven by their aim of providing quality jobs for the local community, Homebaked aim to provide employment opportunities to people who are often furthest from the labour market and who would otherwise find it difficult to be in employment, due to a lack of qualifications or additional needs.

Most of Homebaked's volunteers have joined after being referred from other local organisations that they work closely with, including local homeless charities, local churches, and Jobcentre Plus. As with paid employees, their volunteers come for a variety of backgrounds, including retired people who want to support their local community, people who may be socially isolated, people who have never worked and want to upskill, carers who have been out of the job market for a long time, people who have experienced homelessness, ex-offenders, and people with substance abuse issues. It is important to Homebaked that they have a balanced volunteer workforce, which reflects the community as a whole rather than only a subsection, which is why they provide volunteering opportunities to people from a wide range of backgrounds. Their volunteering offer ultimately supports people to become labour market ready, where appropriate, by developing a broad range of skills.

To further support their employees and volunteers, they provide very flexible working hours to suit individual circumstances. In addition, they provide wraparound support to individuals as well as expenses for food and travel costs, all of which help to ensure they have successful outcomes.

Contribution to employment and skills development

Employees and volunteers

Both paid staff and volunteers receive the same formal training which includes health and safety at work, fire safety and food hygiene training. All paid staff receive accredited level 2 training for food hygiene, whereas volunteers receive level 1 or level 2 training.

Informal training is more specific to the individual and their role. This often includes training in areas such as customer service skills, teamwork, food preparation and administration tasks. Furthermore, many of the volunteers that lack work experience receive informal training around work etiquette, such as time keeping and how to interact in the workplace. All of the informal training is provided by both employees and volunteers who have the skills and experience to do so. As employees and volunteers come from a multitude of different backgrounds, there are also many informal opportunities for others to teach and support their peers.

Customers and service users

Homebaked also provides training for people external to the business. This includes a commercial training course for people to learn how to bake bread. Revenue earned from this enables them to run the same course for free to different groups of the community, some of whom are disadvantaged in some way. In addition they also work with other organisations, including schools and universities, to run sessions on understanding how the community business model works.

They also provide informal training opportunities for local organisations, including schools and community groups. This generally involves people coming into the bakery, experiencing the baking process and learning about how a community business works. They also work closely with groups of women for whom English is a second language, again, showing them the process of bread making. Although there is training involved, Homebaked finds that these sessions actually provide significant social benefits for those that attend, enabling them to build new bonds and form new networks, and supports them to feel part of the local community.

Barriers to accessing training

Barriers to employees and volunteers undertaking training are minimal, with the only barrier identified being that many employees and volunteers have not previously accessed formal education or training, which may mean they have reservations about engaging with it. However, Homebaked caters for this by running formal training in small group settings which also allows them to cater for any additional needs that employees or volunteers may have. In addition, informal training is embedded into day to day work and interactions which helps to minimise barriers.

Impact of the training

The training provided by Homebaked increases employees' confidence, enables them to carry out their roles more effectively and increases their employability. The same is true for volunteers, however this impact is often greater amongst those who want to progress into employment simply due to the nature of their circumstances. Some volunteers have never engaged with education before, and so achieving a formal food hygiene qualification is important to them and sparks a sense of pride. In general, Homebaked finds that their employees and volunteers acquire a greater understanding of the social impact that community businesses have on the local community. Everyone that works for Homebaked has a strong positive sense of teamwork, and they all share the goal of improving the community they are a part of.

Renovate Community Interest Company



Location

High Peak, Derbyshire

Founded

2015

Legal structure

Company limited by guarantee

Description of activity

They bridge the gap between training and work experience, providing local people with work experience alongside a skilled tradesperson in the areas of housing maintenance, decorating and gardening.

Employees

Three part time

Volunteers

Three trustees/committee members, and up to four volunteers per year

Overview

Renovate aims to bridge the gap between training and work experience. They provide local people with work experience in areas including housing maintenance, decorating and gardening, with volunteers working alongside an experienced tradesperson. Initially operating in the Gamesley area, they have since grown to work within the whole of the High Peak area. Where people can pay, for their services they ask that they do, which then enables them to carry out essential work for free for people who cannot afford to pay.

The area of activity

According to the IMD, Renovate is located within the top 10% of the most deprived areas in the country, and is in the 2nd most deprived LSOA in the High Peak borough. Renovate is located within the Gamesley ward of High Peak, as of the 2011 census, Gamesley ward has a population of around 2,500 residents. This ward has a higher number of residents without any qualifications (30.7%) when compared to the local authority average of 13%. Only 7.9% of residents have a level 4 qualification or above, which is significantly lower than the area average of 31.6%. In 2020, 5.8% of residents were claiming out-of-work benefits, which is nearly triple the average of High Peak (2%).

Workforce (employees and volunteers)

Renovate has a small team of employees, all of whom are locally based, one of which previously carried out work experience with them. In addition, they sometimes provide short-term employment for people who have carried out work experience with them to carry out a specific piece of work.

The majority of people undertaking work experience with Renovate are either young people with qualifications but no work experience, or those that have been out of employment for a long time. They are typically disadvantaged from the labour market, living in a deprived area and often having been long-term unemployed, never having had a job, and coming from jobless households. They all come from the local area and are typically referred to Renovate through local training schemes or word of mouth. Renovate also work with Jobcentre Plus to provide week long work experience to people, which does not affect their benefits.

Contribution to employment and skills development

Renovate provide limited formal training to employees, typically training that is a necessary business requirement, for example health and safety training, IT training or role specific training. They do not provide formal training for volunteers, often because they already have formal qualifications, but they do refer volunteers to local training providers when the need arises.

Renovate primarily provide informal training through on the job, practical work experience for volunteers, working alongside a skilled tradesperson who works for Renovate. This is because the people they support either have qualifications but have no work experience, or have been out of work for a long time. This provides them with valuable practical work experience.

Barriers to accessing training

People who gain work experience with Renovate have typically never been employed or have been out of work for a long time, which can act as a barrier as they may lack confidence initially. However, because the training is informal on the job training, working alongside a skilled tradesperson, they are supported to overcome this and their confidence generally increases significantly.

Impact of the training

The training provided by Renovate has a very positive impact, providing individuals with the opportunity to gain valuable work experience, increase their skills and increase their confidence and independence. Most of the volunteers who have undertaken work experience have progressed into employment, enabling them to earn money, which has a significant impact for those who come from families that are benefit-dependent. Furthermore, they provide opportunities to people who may not be able to access them in more traditional businesses.


Royds Community Association




 **Location**
City of Bradford


 **Founded**
1992

 **Legal structure**
Registered charity

 **Description of activity**
Royds provide an enterprise park, offering space for businesses, and community centres, offering a number of community programmes including those aimed at employment and training.

 **Key assets**
Enterprise park (including industrial units, office space and meeting rooms); two community centres; shops; a share in a housing project

 **Employees**
12 staff members

 **Volunteers**
Nine trustees, and 12 volunteers

Overview

Royds is a multifaceted community business based in Bradford. It owns many assets, which it runs to benefit the local community. The main asset is an enterprise park, which opened in 2003 and contains 47 business units, 10 offices and 4 training rooms. This park provides employment for around 300 local people and between 80-150 people are trained a week. Additionally, Royds has its own health centre that is leased by a local GP practice, which has a total of around 3500 patients. Royds helps manage and fund some of the staff that work there. Furthermore, Royds has two community centres that provide many activities to the local community, including a café. They have a small parade of shops which provide for the local community and they own and manage a park.

Royds also work on a variety of contracts and commissions. This includes the provision of a social prescribing link worker with five local GP practices, delivering day care services for older people and their carers and a befriending program for older people. Smaller contracts include taking referrals from people that suffer with diseases such as diabetes and lung cancer, and working with them to provide support. Royds also works with a small network of organisations to help support them with their own projects and activities. They also provide commercial consultancy services around community regeneration.

The area of activity

According to the IMD, Royds is located within the top 30% of the most deprived areas in the country, and is in the 165th most deprived LSOA in the City of Bradford, which contains a total of 310 LSOAs. Royds is located within the Royds ward, as of the 2011 census, Royds ward has a population of close to 17,500 residents. This ward has a slightly higher proportion of residents without any qualifications (24.9%) when compared to the area average of 21.6%. The level of residents with a level 4 qualification or above is slightly lower than the area average, 16% and 23.2%, respectively. In 2020, 9.6% of residents were claiming out-of-work benefits, which is comparable to Bradford's 9.3% average.

Workforce (employees and volunteers)

Almost all of the volunteers Royds take on come from the local area, as do around 85% of their employees. Many of the businesses in the enterprise park trade between each other, use the community café and employ local people, resulting in money being kept within the local area and therefore positively impacting the local economy.

Royds also directly employs those that are disadvantaged in the labour market. They estimate that around half of the paid workforce join with little or no skills, but they are able to upskill them quickly with training and supervision. Most of Royd's volunteers are older in age, and they often work within the older peoples program. Some of these volunteers were previous clients of the program and want to give something back and support those in a similar situation. Royds also takes on younger volunteers that are looking for work but lack the experience which often results in them gaining employment.

The opportunities they provide often have profound changes on people's lives, helping them find work, get into university and even deal with mental health issues as well as the opportunity to develop their confidence and build new networks.

Contribution to employment and skills development

Employees and volunteers

Many of the employees and volunteers at Royds receive formal training in areas relating to their role, such as first aid, mental health first aid and food hygiene. In addition, all employees and volunteers participate in informal on the job training. In addition, Royds runs a weekly informal session covering topics such as understanding how a team works or an overview of the organisation.

Customers and service users

Part of Royds' business model is the provision of meeting rooms for training. This training is contracted out, but Royd's facilitate it indirectly through providing the space. They also arrange bespoke training sessions for the businesses within the enterprise park, for example someone in the finance sector to talk about how to budget and where to look for support specific to their needs. Furthermore, they run informal sessions in the wellbeing café for carers to help them learn new skills to help them cope with the stress of caring for someone else, how to budget, or how to deal with different ailments.

Impacts of the training

The training provided by Royds gives beneficiaries a basis to develop from and can open their mind to new opportunities. Many of their beneficiaries never finished school or have never received any training, so the training they receive can mean a great deal to them. Royds have found that certification, even for small or short courses, makes people feel like they've really achieved something, boosting their confidence, resulting in a greater sense of worth, which in turn helps them work towards finding work or developing their education further.


Southern Brooks Community Partnerships




 **Location**
Patchway, South Gloucestershire

 **Founded**
1988

 **Legal structure**
Registered charity

 **Description of activity**
Southern Brooks Community Partnerships works across South Gloucestershire to help build strong, resilient communities that value and celebrate diversity and provide accessible and appropriate services. Southern Brooks works with communities to understand local need; provides practical support and runs a youth centre and until recently ran a community cafe. The organisation is committed to supporting the most vulnerable and disadvantaged people and its aim is for people to be healthy and happy and have the skills and confidence they need to shape their own future and to actively contribute to their communities.

 **Employees**
59 staff members

 **Volunteers**
Seven trustees, and 111 volunteers

Overview

Southern Brooks Community Partnerships (SBCP), based in South Gloucestershire, is a community anchor organisation, leading and taking part in Partnerships in an attempt to keep services local. The organisation delivers contracts for the local authority and the Clinical Commissioning Group. SBCP works with roughly 4,500 people each year, most of whom are disadvantaged, due to health, financial or educational issues. Most of their work has been focused on priority neighbourhoods (those that fall into the top 20% in the indices of deprivation) in South Gloucestershire. The ultimate goal for Southern Brooks is that people reach their full potential and actively contribute to their communities, and they do this through three pathways: health and wellbeing (wellbeing projects, social prescribing); sustainable communities (volunteering, community development, community cohesion); learning and development (employment support, youth work, training courses).

The area of activity

SBCP operates across South Gloucestershire, and extensively in two areas, with offices in Patchway, Kingswood and Yate. According to the IMD, SBCP's Patchway office is located within the top 30% of the most deprived areas in the country, and is in the 4th most deprived LSOA in South Gloucestershire. Their Kingswood office falls within the top 50% most deprived areas of the country, and is in the 37th most deprived LSOA in South Gloucestershire.

As of the last census in 2011, there are around 9,000 people living in Patchway ward, with a further 11,200 living in the Woodstock ward, which was the ward boundary the Kingswood office fell into at that time. A total of 17.3% of the working age population in Patchway, and 13.3% in Woodstock, have no qualifications, compared to South Gloucestershire's average of 10.7%. Furthermore, fewer residents within these wards have obtained level 4 qualification or above (19.1% for Patchway and 20.7% for Woodstock), than the average for South Gloucestershire (29.3%). In 2020, 5.1% of residents in Patchway ward and 4.4% of those in Woodstock ward were claiming out-of-work benefits, both of which are slightly more than South Gloucestershire's average of 3.8%.

Workforce (employees and volunteers)

Most of the workforce is local, particularly amongst volunteers. Southern Brooks' employees and volunteers receive high levels of flexibility and support whilst working. Employees are provided with a pathway to develop skills and increase their chances at further employment. Volunteers often go on to gain paid employment within the organisation or find work with organisations that collaborate with SBCP while café volunteers often progress to paid roles within the industry.

Contribution to employment and skills development

Employees and volunteers

Southern Brooks provide a wide range of formal training opportunities to their paid staff. They work closely with the local authority which allows for access to role-specific training courses. They also utilise free training courses such as Learning Curve packages. Southern Brooks provide funding for level 2 and 3 youth worker courses. Volunteers also receive on the job training and all volunteers are attend induction sessions when they start that cover aspects such as safeguarding, dementia awareness, and equality and diversity. Paid staff and volunteers also receive regular supervision, one on one meetings and team meetings, where people are encouraged to discuss the problems they've encountered and review any relevant learning experiences.

Customers and service users

Southern Brooks provide a range of training to people external to the organisation. Formal training courses include Level 2 and 3 in youth work, the Cygnet course for parents whose children are diagnosed with autism, student work experience within the family support team or counselling service, dementia awareness training, and the West of England Works programme, supporting people back into employment or training after periods of economic inactivity. Southern Brooks also runs job clubs, enabling people to come along and gain employment skills.

Barriers to accessing training

Funding and time are often a limiting factor in how much training can be provided. Barriers for staff and volunteers also include confidence and self-belief. Volunteers in particular often have low levels of basic literacy and IT skills, which can also act as a barrier. Additionally, people external to the organisation might experience barriers to accessing training, such as time, poor mental health, confidence and basic skills. The ability to travel to the training can also act as a barrier for service users.

Impacts of the training


For employees and volunteers the training provided by Southern Brooks enables them to develop and grow in a safe environment. They often work with people who have had poor experiences of formal learning in the past and realise for the first time that learning can be fun and provide them with future life opportunities. For those external to the organisation, increased confidence and self-belief are often impacts of the training undertaken.

Wellspring Settlement



 **Location**
City of Bristol


 **Founded**
1911

 **Legal structure**
Registered charity and company limited by guarantee

 **Description of activity**
Wellspring Settlement is a

community hub providing a space for Barton Hill (and wider area) residents to connect and engage, find camaraderie and support, and celebrate their vibrant and diverse community. They provide a range of services to build cohesive communities, reduce social isolation, support people to upskill and move into employment, as well as family support services. In addition, Wellspring Settlement operates a café and provides space for tenant organisations.

 **Employees**
61

 **Volunteers**
16 trustees, and 73 volunteers

Overview

Originally founded in 1911 as Barton Hill Settlement, the organisation merged with Wellspring Healthy Living Centre in February 2020 to become Wellspring Settlement. This has enabled them to provide a wider range of and more holistic support in-house. Wellspring Settlement is a community driven business and the services they provide are developed in response to the needs of the local community. The organisation has grown significantly since it was founded, supporting both more people and a wider range of people, in response to demographic changes, however their core offer has remained the same; the settlement exists to support families, relationships, the community, and people to learn and develop.

The area of activity

According to the IMD, Wellspring Settlement is located within the top 10% of the most deprived areas in the country, and is in the 28th most deprived LSOA in the City of Bristol, which contains a total of 263 LSOAs. Wellspring Settlement is located within the Lawrence Hill ward, as of the 2011 census, Lawrence Hill ward has a population of close to 19,000 residents. In 2020, 6.2% of residents were claiming out-of-work benefits, which is over double the average of the City of Bristol's 2.7%.

This ward also has a higher number of residents without any qualifications (20.1%) when compared to the area average of 13.3%. The proportion of residents with a level 4 qualification or above was also lower than the area average, 27.3% and 35.8%, respectively.

Workforce (employees and volunteers)

Wellspring Settlement pride themselves on recruiting both employees and volunteers from the local area. While employees and volunteers are recruited through traditional role descriptions which have role requirements, they are able to be more flexible with volunteers and provide them with any additional training they may need to undertake a volunteer role. In addition, they are able to match volunteers who may approach them with roles across the organisation. Whilst there are requirements that employees in particular must meet, it is more important that the values of the individual aligns with that of the organisation, and Wellspring Settlement is currently developing a values based recruitment process to reflect this.

Employees come from a variety of backgrounds, including previously unemployed, people from disadvantaged economic situations or those with additional support needs. Some employees were also previously volunteers with the organisation. Similarly, the background of volunteers is very varied and they actively recruit volunteers that are disadvantaged from the labour market either economically or who have additional support needs. Many volunteers were previously service users in their employment programmes or other programmes who were previously long-term unemployed but who have developed the skills and confidence to be able to volunteer within the organisation.

Contribution to employment and skills development

Employees and volunteers

Employees are provided with formal training specific to their roles to enable them to carry out their roles effectively and maintain a high level of service delivery throughout the organisation. The organisation runs two staff development days per year and provide community organising social action training for all employees to ensure they feel confident engaging with members of the community. Formal training for volunteers tends to be role-specific. For example, training on the welfare system so that volunteers can provide information to service users. The formal training sometimes leads to formal qualifications. For example, those within the family centre often obtain NVQ childcare qualifications. An aspiration of Wellspring Settlement is to provide volunteers with an accredited volunteering qualification to recognise the work that they do within the organisation.

Customers and service users

Wellspring Settlement also provides training to external customers and service users, supporting people who face multiple and complex barriers to become work ready, secure sustainable employment or identify appropriate training through one of their projects. This is carried out in partnership with other organisations, where appropriate. The organisation also provides business start-up/ self-employment advice and job-clubs.

Barriers to accessing training

For Wellspring Settlement, funding for training is sometimes a barrier at an organisational level in providing formal training to employees and volunteers, despite recognition of its importance for both individual and the organisation. For both volunteers and service users, a barrier can be having limited or negative experiences of school and thus a lack confidence in education, which is what is often associated with formal training. Other key barriers for volunteers and service users is language, where English is not their first language, and self-confidence.

Impacts of the training

Wellspring Settlement find that the training provided to employees increases their confidence, and enables them to develop new and existing skills to carry out their roles more effectively. Training also contributes to a culture of innovation within Wellspring Settlement, which benefits both the organisation and employees by ensuring that staff are open to new ways of doing things and learning new skills, which also helps to ensure that staff do not stagnate in their roles or become bored.

The impacts of training on volunteers and service users are similar; it increases their confidence and self-esteem and ensures that they feel valued by the organisation and what they have to offer. In addition, it enables them to not only develop new skills but to identify existing skills and strengths that they have to offer. Many volunteers have subsequently gone on to paid employment, both within Wellspring Settlement and externally, as a result of the training and experience they have gained.

Bibliography

- Arts Council (2012) Measuring the economic benefits of arts and culture: practical guidance on research methodologies for arts and cultural organisations [pdf] London: Arts Council England. Available at: https://www.artscouncil.org.uk/sites/default/files/download-file/Measuring_the_economic_benefits_of_arts_and_culture.pdf [Accessed 6th February 2020]
- Bailey, N., Kleinhans, R, and Lindbergh, J. (2018) Research Institute Report No.12 An assessment of community-based social enterprises in three European countries [pdf] London: Power to Change. Available at: <https://www.powertochange.org.uk/wp-content/uploads/2018/02/Research-Report-12-DIGITAL-2.pdf> [Accessed 30 July 2020]
- Barnes, S., and Wright, S. (2019) The feasibility of developing a methodology for measuring the distance travelled and soft outcomes for long-term unemployed people participating in Active Labour Market Programmes [Online] Warwick Institute for Employment Research. Available at: <https://op.europa.eu/en/publication-detail/-/publication/3315180b-9ecf-11e9-9d01-01aa75ed71a1/language-en> [Accessed 1st April 2020]
- Bickerstaff, T., and Devins, D. (2004) Intermediate Labour Markets: Final Report. Research Report 63 [pdf] Policy Research Institute Leeds Metropolitan University. Available at: <https://extra.shu.ac.uk/ndc/downloads/reports/RR63.pdf> [Accessed 30 July 2020]
- Boeger, N., Burgess, S., & Ellison, J. (2018). Lessons from the Community Interest Company. In N. Boeger, & C. Villiers (Eds.), Shaping the corporate landscape: towards corporate reform and enterprise diversity (pp. 347364). Oxford: Hart Publishing [Online] Available at: https://research-information.bris.ac.uk/files/140090592/SCL_Chapter_18_Boeger_Burgess_Ellison.pdf [Accessed 4th February 2020]
- Bright Sparks (2016) Employability and Social Enterprises – What works?
- CABA (no date) Developing your soft skills: how volunteering can help [Online] Available at: <https://www.caba.org.uk/help-and-guides/information/developing-your-soft-skills-how-volunteering-can-help> [Accessed 1st April 2020]
- Cambridge Econometrics and Warwick Institute for Employment Research (2013) Review of the Economic Benefits of Training and Qualifications, as shown by Research based on Cross-Sectional and Administrative Data [pdf] London: BIS. Available at: https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/137878/bis-13-636-review-of-the-economic-benefits-of-training-and-qualifications-as-shown-by-research-based-on-cross-sectiona-and-administrative-data.pdf [Accessed 22nd October 2019]

Centre For Economics and Business Research (2015) The economic impact of Basic Digital Skills and inclusion in the UK [pdf] Tinder Foundation and GO ON UK. Available at: https://www.goodthingsfoundation.org/sites/default/files/the_economic_impact_of_digital_skills_and_inclusion_in_the_uk_final_v2_0.pdf [Accessed 22nd October 2019]

CLES (2019) Building an inclusive economy through community business: the role of social capital and agency in community business formation in deprived communities [pdf] Available at: <https://cles.org.uk/wp-content/uploads/2019/10/P2C-and-CLES-final-high-res-web.pdf> [Accessed 6th February 2020]

CLES (2018) Wealth for all: Building new local economies [pdf] Available at: https://cles.org.uk/wp-content/uploads/2018/10/Wealth-for-all_Building-new-local-economies_Neil-McInroy_November-2018.pdf [Accessed 4th February 2020]

Co-operatives UK (2017) Community economic development: lessons from two years' action research [pdf] Department for Communities and Local Government. Available at: https://cles.org.uk/wp-content/uploads/2017/10/ced_report_2017.pdf [Accessed 22nd October 2019]

Dayson, C., Baker, L. and Rees, J (2018) The Value of Small: in-depth research into the distinctive contribution, value and experiences of small and medium-sized charities in England and Wales.

Centre for Regional Economic and Social Research (CRESR) Sheffield Hallam University, Institute for Voluntary Action, Centre for Voluntary Sector Leadership, [Online] <https://www4.shu.ac.uk/research/cresr/sites/shu.ac.uk/files/value-of-small-final.pdf> [Accessed 19th May 2020]

Donbavand, S. (2016) Heart of the South West Social Enterprise Sector Report [pdf] Wavehill Ltd. Available at: <http://heartofswlep.co.uk/wp-content/uploads/2016/12/Social-Enterprise-Sector-Survey-Report-Final-SIG-PDF.pdf> [Accessed 6th February 2020]

Eastin, R.V., and Arbogast, G, L. (2011) Demand and Supply Analysis: Introduction [pdf] <https://www.cfainstitute.org/-/media/documents/support/programs/cfa/prerequisite-economics-material-demand-and-supply-analysis-intro.ashx> [Accessed 14th April 2020]

HACT (2020) Social Value Bank [Online] Available at: <https://www.hact.org.uk/social-value-bank> [Accessed 6th August 2020]

HACT and Simetrica (www.hact.org.uk / www.simetrica.co.uk) Community investment and homelessness values from the Social Value Bank. Source: www.socialvaluebank.org License: Creative Commons Attribution-NonCommercial-NoDerivatives license (http://creativecommons.org/licenses/by-nc-nd/4.0/deed.en_GB)

Harries, R., and Miller, S. (2018) Better places through community business: A framework for impact evaluation [pdf] London: The Power to Change Trust. Available at: <https://www.powertochange.org.uk/wp-content/uploads/2018/10/Better-places-through-community-business-Digital.pdf> [Accessed 4th February 2020]

Higton, J., Archer, R., Steer, R., Mulla, I., and Hicklin, A. (2019) The Community Business Market in 2019, Research Institute Report No. 24. CFE Research [pdf] London: The Power to Change Trust. Available at: <https://www.powertochange.org.uk/wp-content/uploads/2019/12/CBM-19-Report-DIGITAL-1.pdf> [Accessed 2nd April 2020]

HM Treasury (2018) The Green Book: central Government guidance on appraisal and evaluation [pdf] London: OGL. Available at: https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/685903/The_Green_Book.pdf [Accessed 9th April 2020]

Jobwise (2019) The importance of soft skills in business [Online] Available at: <https://jobwise.co.uk/the-importance-of-soft-skills-in-business/> [Accessed 2nd April 2020]

Keynes, J. M. (1936) The General Theory of Employment, Interest and Money. London: Macmillan.

Lee, N. (2018): Inclusive Growth in cities: a sympathetic critique, Regional Studies [Online] Available at: http://eprints.lse.ac.uk/87881/7/Inclusive_Growth_in_cities.pdf [Accessed 4th February 2020]

Leontief, W. (1966) Input-Output Economics. Oxford: Oxford University Press.

Locality (2017) Powerful Communities, Strong Economies: The final report of the Keep it Local Economic Resilience Action Research Project [pdf] Available at: https://locality.org.uk/wp-content/uploads/2018/03/LOCALITY-KEEP-IT-LOCAL-ONLINE_revised-260318_full.pdf [Accessed 22nd October 2019]

NEF Consulting (no date – a) Local Multiplier (LM3) [Online] Available at: <https://www.nefconsulting.com/our-services/evaluation-impact-assessment/prove-and-improve-toolkits/local-multiplier-3/> [Accessed 6th February 2020]

NEF Consulting (no date – b) Volunteering Impact Assessment Toolkit [Online] Available at: <https://www.nefconsulting.com/our-services/evaluation-impact-assessment/prove-and-improve-toolkits/volunteering-impact-assessment/> [Accessed 6th February 2020]

Nicholls, J., Lawlor, E., Neitzert, E., and Goodspeed, T. (2012) A guide to Social Return on Investment [pdf] The SROI Network. Available at: <http://www.socialvalueuk.org/app/uploads/2016/03/The%20Guide%20to%20Social%20Return%20on%20Investment%202015.pdf> [Accessed 6th February 2020]

Nicol Economics (2020) Assessing the value of volunteers in community businesses [Online] London: Power to Change. Available at: https://www.powertochange.org.uk/wp-content/uploads/2020/06/Value_of_Volunteering_Working_Paper_Final.pdf [Accessed 15th September 2020]

Oxford Economics (no date) How do we measure the economic impact of a business or organisation on a national economy? [pdf] Available at: <https://d1iydh3qrygeij.cloudfront.net/Media/Default/email-images/EI%20Impact%20Explainer%20-%20final%20v2.pdf> [Accessed 22nd October 2019]

Plumstead, J. (2012) PWC: Economic Impact Analysis [Online] Available at: <https://www.pwc.com/gx/en/mining/school-of-mines/2012/pwc-realizing-the-value-of-your-project-economic-impact-analysis.pdf> [Accessed 22nd October 2019]

Power to Change (2019) What is a community business? [Online] Available at: <https://www.powertochange.org.uk/what-is-community-business/> [Accessed 22nd October 2019]

PwC (no date) Accessing your Total Impact [Online] Available at: <https://www.pwc.co.uk/services/sustainability-climate-change/total-impact.html> [Accessed 6th February 2020]

PwC (2013) Measuring and managing total impact: A new language for business decisions [Online] Available at: <https://www.pwc.com/gx/en/sustainability/publications/total-impact-measurement-management/assets/pwc-timm-report.pdf> [Accessed 19th May 2020]

PwC (2015) ‘Total Impact’ Driven Strategy [Online] Available at: <https://www.pwc.co.uk/services/economics-policy/total-impact-and-measurement.html> [Accessed 6th February 2020]

RSA (2017) Inclusive Growth Commission: making our economy work for everyone [Online] Available at: <https://www.thersa.org/discover/publications-and-articles/reports/final-report-of-the-inclusive-growth-commission> [Accessed 6th February 2020]

Social Enterprise UK (2017) The Future of Business: State of the Social Enterprise Survey 2017 [Online] Available at: https://www.socialenterprise.org.uk/wp-content/uploads/2019/05/The_Future_of_Business_-_State_of_Social_Enterprise_Report_2017-1.pdf [Accessed 27th May 2020]

Social Enterprise UK (2019a) Front and Centre: putting social value at the heart of inclusive growth [Online]. Available at: https://www.socialenterprise.org.uk/wp-content/uploads/2019/05/Front_and_Centre_Report_May_2019.pdf
Accessed 27th May 2020

Social Enterprise UK (2019b) Impact Report 2018/19 [Online] Available at <https://www.socialenterprise.org.uk/wp-content/uploads/2019/10/SEUK-Impact-Report-2019-1.pdf> [Accessed 27th May 2020]

Social Value UK (2020) What is social value? [Online] Available at: <http://www.socialvalueuk.org/what-is-social-value/> [Accessed 27th May 2020]

Swersky, A., and Plunkett, J. (2015) What if we ran it ourselves? Getting the measure of Britain's emerging community business sector [pdf] Social Finance. Available at <https://www.powertochange.org.uk/wp-content/uploads/2016/03/What-if-we-ran-it-ourselves-JAN2015.pdf> [Accessed 4th February 2020]

The Audience Agency (no date) Getting the most out of economic impact: a guide for arts organisations considering undertaking an economic impact study [Online] Available at: <https://www.theaudienceagency.org/resources/guide-getting-the-most-out-of-economic-impact> [Accessed 6th February 2020]

Thornton, A., Litchfield, A., Brooks, S., Britt, R., and Hitchin, J. (2019) Community Business Fund evaluation: Interim Report [pdf] Renaisi. London: The Power to Change Trust. Available at: <https://renaisi.com/wp-content/uploads/2019/12/Community-Business-Fund-Evaluation-Power-to-Change.pdf> [Accessed 6th February 2020]

Trotter, L. (2014) Social Value Bank: practice notes [pdf] Available at: https://www.hact.org.uk/sites/default/files/uploads/Archives/2014/10/social_value_practice_notes_october_2014.pdf [Accessed 6th August 2020]

Tyler, P., Burgess, G., Muir, K., and Karampour, K. (2019) Creating positive economic opportunities for communities [pdf] Cambridge Centre for Housing and Planning Research, University of Cambridge. Available at: <https://www.landecon.cam.ac.uk/pdf-files/cv/pete-tyler/LOCALTRUSTTYLERAUGUST2019.pdf> [Accessed 6th February 2020]

WBCSD (2008a) Measuring Impact: Beyond the bottom line [Online] Available at: <https://www.wbcsd.org/Programs/People/Social-Impact/Resources/Why-measuring-impacts-on-society-makes-business-sense> [Accessed 22nd October 2019]

WBCSD (2008b) Measuring Impact Framework Methodology: understanding the business contribution to society [Online] Available at: <https://www.wbcsd.org/Programs/People/Social-Impact/Resources/Understanding-the-business-contribution-to-society> [Accessed 22nd October 2019]

WBCSD (2013) Measuring Socio-Economic Impact: A guide for business [pdf] Geneva: WBCSD. Available at: <https://www.enterprise-development.org/wp-content/uploads/WBCSDGuidetoMeasuringImpact.pdf> [Accessed 22nd October 2019]

Weaver, P., and Kemp, R. (2017) A review of evaluation methods relevant for social innovation with suggestions for their use and development (Transit working paper 14, July 2017) [pdf] Transformative Social Innovation Theory. Available at: http://www.transitsocialinnovation.eu/content/original/Book%20covers/Local%20PDFs/267%20TRANSIT_WorkingPaper%2014_Monitoring_final_pmw.pdf [Accessed 6th February 2020]

What Works Centre for Local Economic Growth (2016) Employment Training [online]. Available at: <https://whatworksgrowth.org/policy-reviews/employment-training/> [Accessed 6th February 2020]

Winterbotham, M., Vivian, D., Kik, G., Hewitt, J., Tweddle, M., Downing, C., Thomson, D., Morrice, N., and Stroud, S. (2018) The Employer skills survey [pdf] IFF Research. Available at: https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/746493/ESS_2017_UK_Report_Controlled_v06.00.pdf [Accessed 2nd April 2020]

Power to Change

The Clarence Centre
6 St George's Circus
London SE1 6FE

020 3857 7270

info@powertochange.org.uk

powertochange.org.uk

 @peoplesbiz

Registered charity no. 1159982

