



# Pablo Alfredo Gimenez

## Brotherhood of St Laurence

### Workshop 1h

Developing social enterprise  
in different communities.

Community Economic Development Conference  
Waitakere, Auckland 9-11 February 2010

# **Enterprise odyssey begins**

- 2005 pilot Community Enterprise Development Initiative (CEDI)
- Jointly funded by two departments of State Government and the Brotherhood St Laurence (Brotherhood)
- Part of State Government's Community Enterprise Development Program
- Built on experience of running our own enterprises
- Placed based approach

# What is community enterprise?

Type of business developed to meet a community need – it aims to deliver social outcomes through its trading activities in a way that is financially sustainable.

Characteristics:

- Responds to one or more identifiable community needs
- Achieve their social purposes by engaging in trade
- Create opportunities for the community to participate in the development, delivery and / or governance of the enterprise
- Seek to achieve financial sustainability
- Reinvest profits back into the enterprise of the community

# Why start a community enterprise?

- To provide an opportunity for participation or engagement
- Provide a pathway to employment
- Create employment
- Retain / provide a needed product or service
- Achieve environmental benefits
- Generate income to reinvest in other community activities

# **Working with communities – version 2005/2006**

- Worked with 12 community agencies in well established Neighbourhood Renewal areas
- Provided enterprise training, one-on-one advice and a \$15,000 seeding grant to agencies in each site
- Enterprises included gardening, home maintenance/landscaping, cafés/catering, and manufacturing
- 8 of 12 were trading
- Generated 17 EFT paid positions, 37 unpaid positions

# **Working with communities - version 2006/2007**

- Continued to work with 2005/2006 sites
- State Government identified another 15 low income communities for CEDI to work with
- More intensive site development
- Developed range of resources & networking opportunities
- New sites explored some similar enterprise concepts
- New sites 3 of 15 were trading by end of 2006
- New sites 9.8 EFT paid positions, 29 unpaid positions
- 2005/2006 sites - 9 of 12 were trading
- 2005/2006 sites - 45 EFT paid positions, 34 unpaid positions

# **Working with communities - version 2008/2009**

- Funding extension until December 2009
- Continued work with 2005-2007 sites
- Worked with another 12 new sites
- Implemented new development program:
  - worked with more developed enterprise concepts
  - 2 stage funding process
  - feasibility study & enterprise planning training
  - practitioners' advisory committee
- Prove & Improve Project
- Transition to Social Traders

# **CEDI achievements**

- Developed and tested various means of support to community enterprises
- Provided intensive support to 36 community groups
- Around 2/3rds of these groups are trading or planning to trade
- Delivered less intensive support to over 200 other community groups
- Raised the profile of community/social enterprises in Victoria and nationally
- Social Traders

# What we learnt along the way

- Documenting the good, bad & ugly
- One on one support to communities
- Training for social enterprise practitioners
- Social procurement
- Impact measurement
- Raising profile