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Social Enterprise in Kensington and Chelsea

Kensington and Chelsea Social Council

Kensington and Chelsea Partnership

Background

Project objectives:

- to identify the interest in and potential for social enterprise within the borough and

- to identify the main factors limiting the development of successful social enterprise

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Challenges to meet

Pre-start up

- individuals unlikely to 'self-identify'
- support through trusted organisations
- people will not think of themselves as 'starting a business.

'social enterprise' is not a good term

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Start up

- the 'burden of governance'
- flexibility about organisational forms – focus on outcomes
- capacity at Board level - skills, knowledge and contacts needed
- long-term 'mentoring' more effective – a nursery/seed bed

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…start up

- little awareness of support available to business start-ups;

- need to bring together two worlds with quite different ways of seeing things

- start-ups may fall between charitable and commercial – not get right support or funding

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Culture change

- lack of awareness of Social Enterprise
- fear of loss of grant
- perceptions of managers, trustees and staff; service delivery vs risk-taking
- time to invest in identifying and developing business opportunities

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…culture change

- innovation only to re-invent projects for funders
- 'new business development' vs development worker approach
- balancing the 'business' needs with social goals – appropriate governance

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Enterprise

- *Identifying markets and products*
- *Identifying opportunities*
- *Financial planning*:

Business support - available but accessed?

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Social enterprise in K&C

- 'is poorly recognised or understood.
- few groups within the borough were known to organisations outside
- moves towards social enterprise but less interest in formal structures
- need to encourage social enterprise *activity*

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Barriers

The main barriers to developing social enterprise:

- lack of knowledge of funding
- lack of time to identify opportunities
- lack of knowledge of support
- Concerns about
  - bureaucracy
  - risk to traditional funding

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Support needs

- More than half wanted case studies and longer term 'mentoring' or advice.
- Half wanted help with
  - developing business skills,
  - identifying business opportunities
  - a clearing house where they could seek information.

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Recommendations

An outline support strategy

- identifying and targeting support available
- better referral to external support
- specific targets for deprived individuals and communities
- greater awareness in hard-to-reach
- focus on the social mission not SE

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…recommendations

- find partnerships with SRB areas
- *Demographic targets*: long term unemployed, people from groups that find work access harder

- Higher risk of 'failure' and longer term support needed

…Process vs. Output

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An enterprising environment

- access support available to charities
- enterprises develop as projects within an umbrella organisation.
- mentoring and peer-to-peer support
- contracting and funding relationships
- funds for organisations to investigate, plan and execute changes

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A development trust model

- an 'embedded' outreach worker to
- signposts to support
- work space, funding, management, and governance
- longer timescales - programme outcomes, not immediate outputs
- an interim Board, constitution, etc.

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