



power to
change

business in
community
hands

Community business, Care and Economic Development

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Learning Outcomes

- Learn about community business and its potential in social care
- Understand the role of community-ownership in building strong communities and inclusive local economies
- Hear inspiring examples of community businesses delivering social care and learn about how they have worked with their local authorities to do so
- Facilitated discussion on barriers and opportunities for community-ownership in social care and its contribution to inclusive local economies

We are Power to Change, the trust that backs community businesses in England.

We help communities use shared power and business to transform where they live.





Our vision: Powerful communities, better places

By 2025, more communities in England run businesses that give them power to change what matters to them. They create more resilient places that are better to live and work in for everyone.

Our mission: Strengthen community businesses

At Power to Change, our mission is to strengthen community businesses to tackle some of society's biggest challenges at a local level, including the three biggest challenges of our time: climate change, digital transformation and social inequalities.



The change we want to make



Strategic priorities 2021-2025



01. Community business at the heart of a fairer economy

We have seen time and again that communities are best placed to know what is needed in their local area, from reclaiming high streets to creating inclusive opportunities for local people to better their lives. That's why community businesses are well placed to help tackle inequalities exacerbated by the pandemic, and create a more inclusive economy in which more people can participate and where money is reinvested locally. We will work with government, other funders and new partners to grow the sector and improve funding and support so that more communities can take the lead in local decisions, take buildings or green spaces into community ownership, or take on the running of local services.

02. More resilient community businesses

Before and during the pandemic, community business leaders worked relentlessly and displayed huge agility to make where they live better for everyone. They have a crucial role to play in the recovery from crisis, and in preparing for and tackling future ones such as climate change. Like all businesses, they need to continually evolve and improve to meet these challenges. That's why we'll support them to evolve their business models, refine their leadership skills, and further develop how they use digital systems to make their businesses more resilient. Community businesses are already taking action and we'll be alongside them.

03. A more diverse, equitable and inclusive sector

As a funder, we have a responsibility to use our power to tackle inequity, particularly for minoritised groups who, historically, have had less access to support and funding. We are committed to addressing this. We also know that there is an urgent need to develop new energy and enthusiasm to carry on the work of community businesses across the country. That's why we want to inspire younger and more diverse changemakers to get involved in the sector. Listening to these groups, we will strive to inspire them and rebalance power where we can so it's easier for all types of people to get involved in community business.



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What is Community Business?



**They are locally
rooted and locally
accountable**



**They trade
to achieve
sustainability**



**They deliver
community-wide
impacts**

Community business impact



**reduced social
isolation**



**greater community
cohesion**



**improved health
and wellbeing**



**increased
employability**



**better access to
basic services**



**improved local
environment**



**greater
community
pride and
empowerment**



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The Community Business Market in 2020

11,300
community
businesses
in England
in 2020



37,800

people are employed
by community
businesses



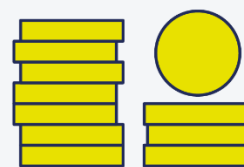
£870m

in total assets owned
by the community
business market



148,700

volunteers support
community businesses



£973m

estimated total market
income of community
businesses

Sources: Community Business Market (2020) Power to Change

The Community Business Sector

There are over 11,000 community businesses in England.

Two out of every three are within the 30% most deprived neighbourhoods in the country.





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Community business and social care

Scale of health and social care community business sector

- 400 organisations
- Income of £123 million (£300,000 median)
- £47 million assets (£110,000 median)
- 4,900 Staff
- 8,200 volunteers
- Employ the most staff per community business sector
- Regulated and non-regulated provision

The health and social care sector generate the largest median income per community business and has the third largest median asset figure.

Social Care provision

- **Mix of regulated and non-regulated activities**
- **Range of approaches**
 - Intro agency
 - Direct provision
 - Supported activities
 - Range of care and support including regulated
- **Range of income streams**
 - Personal budget
 - ISF
 - Contracts
 - Self-funders

Co-operative Care Colne Valley

- Ethical and not for profit domiciliary care and community support
- Community-owned and focussed
- Sustainability is key
- Good worker conditions
- Local authority and PTC investments
- Community Share Offer
- Aims to support others to grow



Raised £81,050 from 132 people, PTC match was £75k, so total = £156,050

NED Care



- **Started from a threat to local services & local 'market failure'**
- **Initially community-owned into agency**
- **Grew to deliver CQC regulated domiciliary care**
- **Self-managed teams**
- **Developed an introductory platform**
- **Licensing to other community businesses and organisations**
- **Reinvesting surplus in local action e.g. 4x4 volunteer force**
- **<https://podfollow.com/1375943323/episode/ba038ec2b9ecd2a590a8f34b79925b0821d0b0e4/view>**

The Befriending Scheme

- Services for vulnerable people for over 30 yrs
- Drop in centres across Suffolk

Farms offers...

- Sense of purpose, social, working outdoors with animals/food growing
- Community volunteering as well as special needs
- Has a positive impact health, well-being, skills, environmental impact
- Income mostly through personal budgets





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Community business and local economic development

Contributing to inclusive local economies

- **Contribute to 18 different economic markets**
- **Over two-thirds in the 30% most disadvantaged neighbourhoods**
- **Spending money locally**
 - 56 per cent of gross operational expenditure goes into local economies (for community-owned assets)
 - Community shares – communities investing in their own future and getting a stake in it
 - Reinvest surplus locally
 - Local jobs & training
 - Attracting additional investment. E.g. membership schemes, investment, funding

Contributing to local inclusive economies

- **Training, volunteering and jobs**
 - 34 per cent provide training or education
 - 61 percent impact on increasing employability
- **Revitalising high streets**
- **Community asset ownership**
 - Three-quarters in good financial health (despite limited resources)
 - £147,733,000 per annum additional expenditure into local communities
 - Mainly in more affluent areas
- **Contribute to social capital**

Opportunities

- **Commissioning & procurement**
- **Connecting different discussions**
- Future of social care
- Communities (& Covid response)
- Inclusive local economies
- Climate Emergency
- **Shared impact**
- Impact on local economic planning (WMADASS & NWADASS)
- Equalities

Sunderland Homegrown

Growing opportunities from plant sales

- Started as work experience on an allotment for people with learning disabilities & autism
- 1.5 acre site, 25 year lease from council
- Commercial nursery and garden centre
- Surplus generated from sales supports work placements & internships for people with learning disabilities
- Grow for sales & improve local environment
- Connecting across the local community is key
- Ambitions to grow range of services



Care and local economies

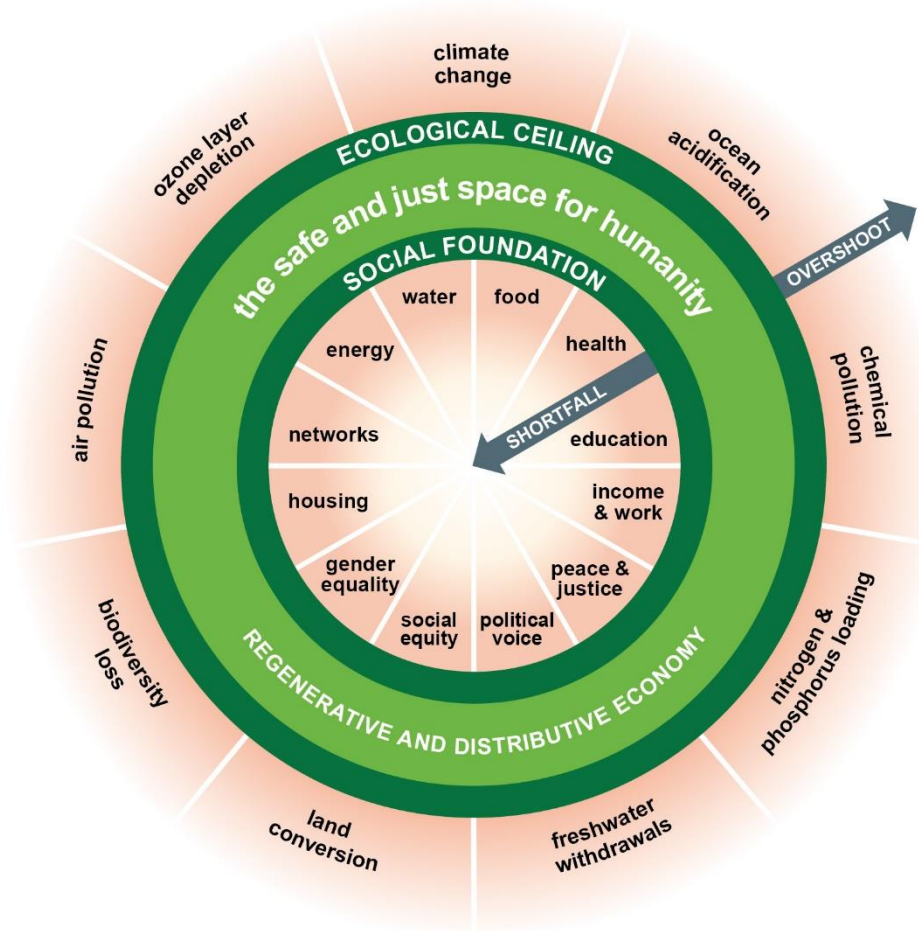
Cross-departmental outcomes

- **Care as an infrastructure – not just a cost**
- **Shared outcomes locally – the ripple effect**
 - Economic growth
 - Local spend
 - Environmental impact
 - Communities/neighbourhoods
 - Employment
 - Prevention & health

Impact of collective ownership

- **People receiving support**
- Ownership
- Personalisation
- Connection to community
- **People delivering support**
- Ownership
- Worker conditions
- **Local economies**
- 56p of every £1 stays local
- **Environment**
- Local & less travel
- **Broader community**
- Connections & engagement

Doughnut Economics



- Raworth, Kate (2017). Doughnut economics : seven ways to think like a 21st century economist. Vermont: White River Junction

Equal Care Coop



- Platform Coop
- Local 'circles' built around people requiring some support in a local area
- Decisions made by those requiring and those providing support
- CQC registered & deliver regulated support
- Good salary for workers
- Using sociocratic methods to enable all involved to have a say and a stake

Investment and market shaping

Market shaping

- **Care Act responsibility**
- **Needs**
 - Time
 - Money
 - Specialist support
 - Strong relationships
 - Senior leadership backing
 - Freedom for frontline staff
 - Local authority shift
 - Bring your social workers with you on the journey

Make it Local

- **Partnership between PTC and Bristol City Council**
- **Building on Locality Keep it Local**
- **Working with 4 areas in Bristol**
 - Grants to community businesses to develop ideas
 - Specialist support
 - Facilitation & co-ordination support
- **Test, learn, adapt and spread**

Enterprising Communities

- **Community Catalysts**
- **Telford & Wrekin, and Warwickshire**
- **Support community businesses move into social care**
- **Evaluation funded by Esmée Fairbairn**
- **CBs impact positively on**
 - Employability & employment
 - Wider social value & community benefits
 - Covid-19 response and recovery
- **Need the right financial and specialist support to develop**
- **<https://www.communitycatalysts.co.uk/wp-content/uploads/2021/04/Designed-business-case-for-supporting-the-dev-of-CBs-final.pdf>**

What's holding us back?

- Proof of business models
- Start ups/conversions
 - Technical support
 - Funding and investment models
- Commissioning & procurement innovation
- Place focussed starting points
- National learning & influence

Discussion

- **Do you know any CBs you work with?**
- **What is your current market shaping activity?**
- **Do you/how much do you invest in developing new organisations or new approaches?**
- **Does your area have an inclusive growth strategy?**
- **Have you spoken to your LEP about social care?**
- **Do you/how do you account for cross-organisational impact?**