

CEEDR

Centre for Enterprise & Economic  
Development Research

*Proposal to Power to Change for  
research projects that will benefit  
the community business sector*

## **The Role of Community Businesses in Providing Health & Wellbeing Services – challenges, opportunities and support needs**

February 2017



Centre for Enterprise and Economic Development Research (CEEDR)

Middlesex University Business School | The Burroughs London NW4 4BT



## 1. INTRODUCTION

The Centre for Enterprise and Economic Development Research (CEEDR) at Middlesex University, in partnership with Social Enterprise UK (SEUK), is delighted to submit this proposal to the Power to Change Trust to undertake research that will benefit the community business sector. We fully understand the Trust's mission and the vision of its programme to support the realisation of social, economic and environmental benefits from the underserved community business sector.

CEEDR and SEUK bring together:

- **Expertise in the community business and social enterprise sector:** CEEDR has been at the forefront of research on social enterprise since 2000 CEEDR and leading major investments in UK research on social enterprise. This includes the Social Enterprise Stream of the ESRC Third Sector Research Centre (TSRC), a £10m investment 2008-2014 and the ESRC Centre for the Understanding of Sustainable Prosperity, a £6m investment 2015-2020. Recent projects have included mapping the social enterprise sector, scaling up, social impact measurement approaches, and a large ESRC investment examining spin-out mutuals and public service innovation. CEEDR's research on social enterprise has been influential in shaping government policy and has been used to develop practical tools now used by hundreds of social enterprises and charities. SEUK has conducted research for a range of charitable, public sector and private sector organizations. Many of SEUK's recommendations have been put into practice. See <http://www.socialenterprise.org.uk/advice-services/publications> for more.
- **Expertise in health and community business:** SEUK co-ordinated the Health and Social Value programme for NHS England, working with 48 CCGs around the country. SEUK chairs the member network of the 35 social enterprises which spun out of the NHS from 2007 onwards. CEEDR has evaluated the Department of Health's Social Enterprise Investment Fund and conducted 3 other projects on wellbeing related social enterprise.
- **Rigour in research:** Our work has involved both large scale samples and qualitative work, usually combined in a mixed methods approach. CEEDR draws on academic studies with attention to methodology. SEUK has conducted the State of Social Enterprise survey (the most cited research on social enterprise), Communities and Count (the most comprehensive research on social value), as well as many other health specific research projects including "The Social Value Difference in Health and Care Commissioning", looking at how CCGs are implementing the Social Value Act.
- **Broad experience across the UK and internationally:** encompassing enterprise and business support, including mentoring, training and finance; community and local regeneration; sector specific expertise related to health, employment, environment, criminal justice, arts, education and so on.

We have set out below our suggested approach to addressing the requirements of this call. The project leader will be Dr Bianca Stumbitz who can be contacted as follows:

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## **2. THE KEY ISSUES INFLUENCING RESEARCH ON COMMUNITY BUSINESS AND WELLBEING**

Our proposed study aims to address the current gap in knowledge on wellbeing community businesses. Despite the strong growth potential of the emerging area of Health & Social Care in the community business sector, it is not currently well understood (Power to Change 2016), revealing an interesting niche to be explored in more depth. This project is focused on those organizations that deliver wellbeing and health services, and we recognise that these may be operating in a range of sectors (e.g. health, leisure related, arts related community businesses).

The overarching research objective will be to gain a deeper understanding of the broader role of community business in providing health and wellbeing services in the current policy context. In 2015, CEEDR conducted a pilot study on wellbeing centres in the UK and will build on its existing knowledge, as well as a database of 50 wellbeing organizations. This database will be expanded, drawing on SEUK's own data sets. The SEUK State of Social Enterprise Survey will be in the field during this project allowing the project to conduct analysis of this large dataset and benchmark against healthcare social enterprises.

Wellbeing community businesses are more able to understand the multiple needs of communities and are thus better able to respond by adopting a more holistic model of health that goes beyond the established reductionist medical and health service models. They face a number of challenges unique to them which, however, also provide insight for the community business sector more broadly.

### **❖ Tensions in Service Delivery**

The community business faces growing demands to generate income. How do wellbeing community businesses navigate the tensions between their social objectives and the logics of the market, the state and public policy (e.g. mission integration or separation)?

### **❖ Partnerships**

Organizations look for collaboration but they also have to compete. What is the role of collaboration with other community businesses in the same and other sectors (e.g. mutual support, co-opetition)?

How do wellbeing community businesses fit into the wider context of commissioning of health and social care services (local authority or clinical commissioning contracts, personal budgets) and which sources of public funding provide the greatest challenges and opportunities?

### **❖ Eco-Systems of Support**

Successful community businesses draw on support from a wide range of sources. What is their eco-system of support (e.g. proximity to other related community business sub-sectors, clients/service-users and suppliers for: mutual support; learning; trust and ecologies of firm inter-relationships)?

Where are current sector specific support gaps, as well as gaps in support at different stages of the community business life cycle? How can these be overcome?

### 3. METHODOLOGY

This study aims to encourage multiple stakeholders (community businesses, support organizations, and policy makers) to think creatively about ways of developing an eco-system which will allow wellbeing community businesses to reach their full potential. It will explore both examples of good practice as well as sector specific challenges and support needs, including at different stages of the community business life-cycle.

The approach we suggest involves five main work packages (WPs) which are set out below with the key questions/issues and methods used to address them. We are happy to discuss variations to the proposed methodology, as well as the presented indicative timeline, in order to achieve the desired research outcomes.

#### WP1 - Inception, Scoping and Meetings

- ❖ An inception meeting will be held with key members of the research team and Power to Change to discuss the proposed research. Another interim meeting will be held with Power to Change half way through the project to discuss progress.

#### WP2 - Review, Planning and Design

- ❖ The initial review will include use of data from the most recent SE UK survey and our combined databases of wellbeing community businesses, as well as other relevant/accessible data and background information. The 2017 State of Social Enterprise Survey will be conducted during this project and there is potential for specific analysis related to local health and social care social enterprises to be included in the reporting.
- ❖ Design and planning of the study will be based on our review of existing knowledge and experience.

#### WP3 - Qualitative Data Collection

##### ***Interviews with Wellbeing Community Businesses and Key Stakeholders***

- ❖ In total we will work with 10 case study community businesses and their key stakeholders (there will be a minimum of 30 interviews).
- ❖ We will revisit cases from our previous research to add a longitudinal element to the study and show changes over time.
- ❖ We will also identify new case studies from our database of wellbeing centres in the UK.
- ❖ Semi-structured in-depth interviews will be conducted with the leader of the organization, as well as staff/volunteers.

- ❖ Community businesses will be selected purposefully to ensure a cross-section of organizations to represent a range of different characteristics, including size, type of funding/support received, type of activity, and geographic location.
- ❖ Interviews will be undertaken face-to-face where possible and by telephone where more cost-effective.

Interviews with CEOs and other staff will typically cover:

- The journey of the organization – what are their perceptions of the drivers/motivations to start-up?
  - What is the nature of activities and services provided?
  - What are their sources of income (CCGs, local authorities, personal budgets, users' own funds, room hire, grants/donation etc.)?
  - What key challenges have they been facing and how have these been overcome?
  - How do they maximise the use of assets for social purpose?
    - How do they scale up services?
    - How do they collaborate with other organizations?
    - How is space used as an asset?
  - What is their relationship with other community businesses?
    - How do these centres act as hubs for other community businesses?
  - Are they fit for the future?  
What examples are there of good practice on the part of those offering support specifically to wellbeing community businesses as well as the sector more broadly?
- ❖ Interviews will be conducted with funders/commissioners, collaborating service providers and user groups and will explore their relationship to wellbeing community businesses, including examples of good practice, current issues and how they could be overcome, as well as future challenges and opportunities.

#### ***Future Scenarios Roundtables with Participants***

- ❖ These will be undertaken towards the end of the project with the following aims:
  - to informally feed back some of the findings;
  - encourage collaborative problem solving;
  - explore where community businesses could go in the future;
  - discuss how they can prepare to be fit for purpose; and
  - share knowledge on good practice.

#### **WP4 - Data Analysis and Triangulation**

- ❖ Detailed thematic analysis of case studies, drawing on qualitative interviews with community businesses and associated stakeholders.

- ❖ Triangulation of results will be undertaken through comparing our interview findings to insights gained from roundtable discussions with participants, as well as existing data and document evidence.

## WP5 - Report Writing and Dissemination

The report on the current role and future potential of wellbeing community businesses will cover:

- ❖ Wellbeing specific challenges, specific support gaps and how they can be addressed;
- ❖ Good practice examples (including with respect to managing tensions in service delivery, partnerships, successful eco-systems of support);
- ❖ Recommendations regarding future policy, practice and research needs.

The report will be produced in accordance with a format and structure agreed with Power to Change. It will be clearly written to address the research objectives, include a summary of the main findings and lessons, and be of publishable quality. We have extensive experience of providing research outputs and briefings that are tailored to a range of audiences. Intended audiences of this report will be support organizations, policy makers, researchers and wellbeing community businesses themselves.

Dissemination activities will include the roundtables with participants as well as an event organized by SEUK.

## 4. OUR WORK PLAN AND INDICATIVE TIMELINE

Elements of the methodology	March/ April	May	June	July	August	September	October
<b>WP1 – Inception, Scoping and Meetings</b>							
<b>WP2 - Review (Analysis of SE UK data on Wellbeing Community Businesses), Planning and Design</b>							
<b>WP3 - Qualitative Data Collection</b>							
Interviews with Wellbeing Community Businesses and their Stakeholders							
Roundtables with Participants							
<b>WP4 - Data Analysis and Triangulation</b>							
<b>WP5 - Report Writing and Dissemination</b>							

## 5. PROJECT TEAM AND PROJECT MANAGEMENT

The key research staff and their roles are as follows (biographies are also provided in Appendix I):

**Dr Bianca Stumbitz (CEEDR)** will manage the project on a day-to-day basis, co-ordinate activities, attend meetings with Power to Change and contribute to all stages of the research.

**Professor Fergus Lyon (CEEDR)** will have overall responsibility for quality and contribute to study design and report writing.

**Dr Ian Vickers (CEEDR)** will contribute to most stages of the research and in particular conduct interviews with community businesses.

**Nick Temple (SEUK)** will oversee the SEUK input and particularly contribute to the roundtables and other dissemination activities.

**Dan Gregory (SEUK)** will contribute to most stages of the research and particularly contribute to the roundtables and other dissemination activities.

**James Butler (SEUK)** will lead on the review and analysis of existing data and also contribute to all stages of the research.

We have an ethos of collaborative team working and communication, as demonstrated through previous work with other clients. Further details of our approach to quality assurance and control measures to deliver work of the highest standard are set out in Appendix II.

## 6. BUDGET DETAILS

Staff days/activities	Name	Name	Name	Name	Name	Name	Total
WP1 - Inception, scoping & meetings							
WP2 - Review of literature and existing data							
WP2 - Planning and design of research							
WP3 - Interviews with community businesses and associated stakeholders (30 interviews in total)							
WP3 - Roundtables with participants							
WP4 - Analysis							
WP5 - Report writing and dissemination							
<b>Total no of days</b>							

Budget	Days	Rate	Total
Name			
Name			
Name			
Name			
Name			
Name			
Travel, accommodation and subsistence			
<b>TOTAL excluding VAT</b>			

We would be happy to discuss any adjustments to the approach in response to the client's needs.



## APPENDIX I – BIOGRAPHIES

**Dr Bianca Stumbitz (CEEDR)** - Bianca has over 8 years' experience of researching social enterprise, involving both qualitative and quantitative research methodologies. She completed an ESRC funded PhD on *Older Social Entrepreneurs* (in collaboration with UnLtd), which looked at the interplay between variables such as gender, age and ethnicity. Recent projects include a study on alternative social enterprise models for delivering health and social care public services (Knowledge Transfer Partnership with Holy Cross Centre Trust, funded by Innovate UK), as well as a study commissioned by AESOP (Arts Enterprise with a Social Purpose) to help develop sustainable social enterprise models for its 'Dance to Health' programme which responds to the issue of older people's falls.

**Prof Fergus Lyon (CEEDR)** - Fergus' research interests include social enterprises, social investment, provision of public services by third sector and private sector, and enterprise support policy. Funders include the ESRC, BEIS, Cabinet Office (Office for Civil Society), Department of Health, CLG and others. In 2007 he was seconded to the Prime Ministers' Strategy Unit (Health team) in the Cabinet Office. He has led the social enterprise stream of the ESRC Third Sector Research Centre and led research on the role of third sector organizations in delivering public services. He is currently Deputy Director of the ESRC Centre for the Understanding of Sustainable Prosperity, exploring alternative organizational forms around wellbeing and sustainability. He has published widely on social enterprise and community business, and is the founder of a nursery community business.

**Dr Ian Vickers (CEEDR)** - Ian has over 20 years' experience of researching small business, social enterprise and economic development policy, including evaluation studies for a number of government departments and agencies. Recent projects include: *The Role of Mutuals in Public Service Innovation*, Economic and Social Research Council, National Endowment for Science, Technology and the Arts, BEIS; and *Social Enterprises and the Environment*, for the ESRC Third Sector Research Centre. He has authored a number of published policy reports for government departments/agencies, papers in academic journals and book chapters.

**Nick Temple (SEUK)** - Nick has very significant experience in the social enterprise world, and also in the associated worlds of social impact and social investment. He leads on SEUK's work and partnerships with local infrastructure bodies, and heads up their research work. Before working at Social Enterprise UK, he spent a year freelancing within the social enterprise sector, including at UnLtd on Big Venture Challenge. Nick also heads up SEUK's research, notably the *State of Social Enterprise* survey, including data collection, analysis and communication of findings; and further analysis of that data, e.g. for Access on finance with *Prospecting the Future* or *Communities Count* on social value. He is part of the Market Stewardship group with Access, Power to Change, Big Lottery Fund, Big Society Capital and City of London Corporation and sits on the Power to Change stakeholder advisory panel.

**Dan Gregory (SEUK)** - Dan Gregory has a considerable range of experience of social enterprise policy and practice, being involved in the social enterprise sector for more than 8 years. Dan has worked as a civil servant, co-ordinating cross-departmental policy development from the heart of government and represented SEUK to delegations from all over the world. He previously led government policy on the role of social enterprises in public service delivery at the Treasury and social investment at the Cabinet Office.

**James Butler (SEUK)** – James is part of our award-winning public affairs team – it is his job to get the sector's voice heard in government. James leads on much of our research programme including designing and writing "Procuring for Good" and "The Social Value Difference in Health and Care Commissioning." James also leads SEUK's programme of political work, which includes its main political campaign, the Social Economy Alliance, and managing the Secretariat for the All Party Parliamentary Group on Social Enterprise. James has more than 20 years' experience in his field, having lobbied government for the Royal Town Planning Institute, worked for an MP and been a Councillor in East London.

## **APPENDIX II – QUALITY ASSURANCE**

In addition to our University procedures, CEEDR employs a range of quality control measures to deliver work of the highest standard. Our success is built on the experiences, dedication and professionalism of our staff. As a university based research centre, CEEDR offers an independent and objective view of the issues to be investigated and strong commitment to quality, combined with the ability to meet clients' expectations within budget and to agreed timescales.

### **Project Management, Direction and Delivery**

- Every contract is allocated a named project manager – Professor Fergus Lyon for this project - who is responsible for day-to-day, client liaison, planning, managing and delivering the consultancy to the satisfaction of the client.

### **Data Collection, Handling & Analysis**

- All researchers are academically qualified, having at least a first degree and senior staff having postgraduate qualifications.
- Key informant interviews are carried out only by experienced senior staff who are familiar with the topic of study.
- All research work is carried out according to the code of practice of the Market Research Society and the Social Research Association's Ethical Guidelines.
- At least two of the team will be involved with each component part of the project in order to check validity of the data and to maximise objectivity.

### **Data protection and Data Handling Policy**

- CEEDR always maintains an open and frank relationship with clients. We recognise that ownership of research material rests with clients.
- CEEDR's staff are required to abide by the principles of the Data Protection Act.
- Employees are required to treat information about a client, the client's business and data collected or provided in association with projects as confidential unless it is clearly in the public domain or researchers have been advised to the contrary. When in any doubt about the confidentiality or copyright of project-related information, project managers will seek the permission of clients to disseminate project-related information.

### **Equal opportunities**

- CEEDR is fully committed to Middlesex University's policies on equal opportunities, as set out in the booklet "Equal Opportunities Policies and Codes of Practice". Copies of this are available on request. For further information on equal opportunities, general codes of conduct and other policies see: <http://www.mdx.ac.uk/about-us/policies>.