

Challenges in supporting not-for-profit social enterprises

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Christchurch

- Population of 388,000, largest city in the South Island
- The council provides services and facilities from roads to drinking water, swimming pools to community events, and much more
- Ngai Tahu – strong Maori tribe of the South Island. Has a well developed economy
- Had a series of events that have changed our city
 - 2010/11 series of earthquakes that devastated the city
 - 2017 Port Hills Fires
 - Flooding
 - 2019 mosque shootings that killed 51 people

Social Enterprise environment

- Buzz around the world about social enterprises
- Ākina was formed in 2014 with government funding to incubate and develop services for social enterprises to grow
- Christchurch won the bid to host the 2017 Social Enterprise World Forum
- Some local success stories being highlighted – Kilmarnock Enterprises, Trees for Canterbury, Alloyfold (Pathways)
- Funding conversations intensifying as philanthropic money spreading thinly



What did this do?

- Create a flurry of activity
 - Impact Investment Fund, Impact Investment network, major interest in start-ups, competitions/challenges
- Got City Councillors interested in social procurement being used as a force for good.

The impact on NFP Social enterprises

- Not much

Council Sustainable Procurement Policy

Vision for procurement....

Delivers value for money for residents using a clear framework of accountability and sustainability, supporting Council's social, economic and environmental priorities, and contributing to Christchurch being a city of opportunity for all.

Minimum 10% weighting for sustainable outcomes
Reduction of \$ amount that goes out for open tender
Walking the talk was important to us
Emphasis on NFP social enterprises in supply chains

Where is the pathway to build capacity for NFP Social Enterprises?

Our allies

- Rata Foundation – large local philanthropic funder
- Business Mentors – recently started Community mentors
- Ministry of Awesome – builds business skills for entrepreneurs
- Social Enterprise Institute – training provider specifically for NFP Social Enterprises
- Christchurch Community Accounting
- Ākina

Charities in Business Network

Formerly the Not-for-profit Social Enterprise Network

- Meets four times per year
- Variety of NFP social enterprise businesses at different stages
- No start-ups
- At the moment facilitated by myself
- Meetings can be speakers, networking, sharing examples and lessons learned

Canterbury Impact Collective

Mission - Supporting the growth and sustainability of impact enterprise in Canterbury

- Members include:
 - Impact activating organisations (Akina & B Corp)
 - Chamber of Commerce
 - Local Universities
 - Leaders of related networks: Community & Iwi/Maori enterprises, Business for Good and StartUps
 - Local and central government representatives
 - Funders
 - Supporting professionals – storytellers, accountants

Impact Week

- Challenge for us to find ways of working together
- Impact Week - 14 initiatives in the city showcasing the impactful work that is happening
- Council did two – Electric Vehicles and Sustainable Procurement Policy



Other Council initiatives

- Social Enterprise webpage on ccc.govt.nz, with an email for enquiries
- Booklet on Social Enterprise in Christchurch
- Opened up the Discretionary Response Fund to applications from social enterprises
- Community Loans Scheme promoted
- Sponsored a 'Business for Good' award at the Westpac Canterbury Business Awards
- Funded tailored courses eg 'Enterprise Growth Workshop', Pitch workshops

Champion finalist.

Christchurch City Council Champion
Business for Good Award


WESTPAC CHAMPION
— BUSINESS AWARDS 2019 —

Christchurch
City Council 

Challenges as seen by support agencies

- Boards vs management
 - Who is really assessing the risk?
 - Is there expertise on the board?
 - Is this being driven by an opportunity seen by the organisation or by a staff member or both?



Challenges as seen by support agencies

- Not recognising themselves as a social enterprise
- Wrong person or wrong time
- Not having the skills in house that a business needs – marketing and sales
- Getting lumped in with a larger social enterprise/corporate responsibility conversation
- Mixed messages from contractors and other organisations
- Always using grant funding as investment
- Access to investment
- Lack of exposure to markets

Challenges as seen by NFP Social Enterprises

Top 5 challenges

1. Impact:

- How to tell the story of your impact and value
- How to grow/measure impact simply and effectively

2. Investment:

- Clarifying impact and value to get investment
- Funding for experimentation and growth

Challenges as seen by NFP Social Enterprises

3. Capability:

- Affordable training and memberships for business development
- Shared language of the social enterprise tools

4. Market:

- Who and how to connect with target market
- Brokering connections between SE and buyer – forming a relationship
- Capacity around procurement

5. Facilities:

- Security of tenure on venue and increased space to enable growth

Can Do Catering – Laura Fergusson Trust



Odyssey House and Switched On Building Company



Summary

- Charities are the ones doing the grassroots work with vulnerable people
- Fantastic area to work in.
- Progress is being made

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