

# **Doncaster Central Development Trust CIC** social enterprise plan 2010-15

## Summary

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# Doncaster Central Development Trust CIC

## social enterprise plan 2010-15

### 1. SUMMARY

This is the first social enterprise (SE) plan for Doncaster Central Development Trust CIC – a community interest company, incorporated in January 2008. DCDT is the successor body to Doncaster's NDC (New Deal for Communities) programme, a ten year regeneration initiative ending in March 2011. The Trust intends to be a sustainable and integral part of the future development of Doncaster.

Our beneficiaries are the residents of the NDC area of Doncaster, parts of five neighbourhoods around the town centre.

Our social enterprise 'model' has four elements:

- Promotion of and support for community engagement, empowerment and influence
- Enterprise, employment and learning opportunities – based at the Church View Centre
- Sustainable housing – with active tenant participation
- Provision of other non-asset-based products and services

Our flagship project is Church View Creative Enterprise Centre: a large building on the edge of the town centre, adjacent to the Minster. We will create *the* physical cluster of CDI enterprises, with ultra-high speed internet connectivity and a collaborative working environment. An in-depth business planning exercise has been completed, to establish our marketing strategy for this inspiring project. Once established Church View will contribute substantially to the income of DCDT and cross-subsidise engagement work with the beneficiary community.

Our asset portfolio includes a range of housing which we are developing to a very high standard, as a demonstration model of sustainable homes and to be a provider of choice for local people. We let through a mutual, participative model, with tenants being empowered to influence both their own housing, other decisions that affect their lives and to be good neighbours and positive contributors to their communities.

Soon after the formation of the company, the Trust won a contract to deliver the small grants element of the Office of the Third Sector's *Grassroots Grants*, followed by the *Targeted Support Fund* and most recently the *Active at 60* fund. We intend to continue this success by positioning ourselves to deliver other local contracts and commissions. The income we generate from our various activities will help to deliver a community engagement and empowerment function, to consolidate the positive influence of local people on service improvement and continue the process begun in the NDC period.

Finally, we are emerging as the 'anchor' organisation for central Doncaster providing support to other smaller organisations and a voice for the area in wider arenas. In this we will partner with other development trusts to improve the quality of life for residents of the borough, and with our partners within *Doncaster Together* (the Local Strategic Partnership) to contribute to the continued improvement of services to neighbourhoods and relationships with, and between, residents.

## 2. INTRODUCTION & BACKGROUND

DCDT is the successor body to the Doncaster NDC partnership – a ten year regeneration programme ending in 2011. Part of the previous government’s National Strategy for Neighbourhood Renewal (‘the Nat Strat’) which aimed that by 2020 “no one should be seriously disadvantaged by where they live.” This was based on an analysis of ‘social exclusion’ which acknowledged that the problem was more than poverty, but multiple deprivation, that needed ‘joined-up solutions’ to tackle it.

The Nat’ Strat’ was a very ambitious vision, some have said utopian (and therefore unachievable, for a range of reasons) – which has now disappeared – or at least retreated – with the election of a new government with different priorities, in a very different context.

The ‘narrowing of the gap’ between quality – and often length – of life and opportunities available to NDC residents, compared to the England average, was the objective. Action and outcome targets covered five themes, but the defining and cross-cutting theme was community engagement, based on the critique of previous regeneration programmes that they had been done *to* rather than *with*, local people.

Thus NDC programmes were to be ‘resident-led’, which took different forms across the 39 partnerships. The unifying feature being the meaningful attempt to involve local people in the governance, design, development, in some cases delivery and

evaluation of the often experimental projects that were funded with government NDC grant; which also drew in other public, charitable and private funds. Participatory democracy was to complement representative democracy, as almost all of the NDC programmes had the local authority as accountable body, as did Doncaster.

The whole NDC programme is now the subject of a huge national evaluation report, mainly covering the period from 2002-2008 (CLG 2010). The ‘wrap-up’ programme evaluation of Doncaster NDC is due in September and will be disseminated for local partnership, regional and national learning and discussion.

Government (CLG) required NDCs to develop a Succession Strategy and following the guidance for this, most NDC programmes have developed a ‘successor vehicle’ – a body to take forward at least some of the work of the NDC, sustaining and developing the gains of the programme in terms of resident engagement, impact on outcomes to narrow the gap and continued partnership working.

Doncaster NDC formed DCDT (‘the Trust’) in January 2008, when the current members of the NDC board became its first Directors. Since April 2008, the Trust has continued to run the NDC programme, while also developing itself as a social enterprise – managing this change of form and culture in a planned way.

### *Reference*

CLG (2010) *The New Deal for Communities Experience: a final assessment; The New Deal for Communities Final Report – Volume 7* (part of a suite of reports available at: [www.communities.gov.uk](http://www.communities.gov.uk))

### 3. SOCIAL ENTERPRISE

The Trust defines itself as a social enterprise (SE), which is an organisation that carries out activities for social and/or environmental benefit and makes a profit\*, but reinvests that surplus in the enterprise, or for other social and/or environmental benefit. As a development trust (a member of the DTA: Development Trusts Association – [www.dta.org.uk](http://www.dta.org.uk)) the Trust is also ‘owned by’\*\* residents of its primary area of benefit: the Doncaster NDC area (covering around 4,000 households / 9,000 people, in five areas around the town centre: Balby Bridge, Hyde Park and parts of Hexthorpe, Nether Hall and Balby Woodfield).

\* We use the term ‘profit’ to describe the surplus generated by income, from whatever source, being more than expenditure (if it is less than expenditure it becomes a loss); in a SE profit is used for a social purpose, not private gain.

\*\* Only NDC area residents can be members of the company (including the chair and vice chair) and become members following an ‘apprenticeship’ in which they prove their commitment to the positive development of the area to their peers. This is not currently a ‘mass membership’ model, but a ‘Trustee’ model, similar to many charities – indeed, the Trust is considering whether to convert from a CIC to a charity at present. Other Directors (7 of 14) are co-opted from nominations by agencies who sat on the NDC Board: Doncaster Council (one Councillor, one officer), South Yorkshire Police, NHS Doncaster and Job Centre Plus. Recently, the Trust has recruited two new Directors following best practice: a publicly advertised fair recruitment & selection process (see Appendix E).

The Trust has developed itself as a social enterprise, learning from its own internal experience (see for example, CVs of its senior management team: Appendix G) but also others regionally and nationally, via support from the DTA and participation in its networks. It has thought carefully about how it demonstrates an *accountability* to the communities it seeks to work with and for (see Values section, below); *prove* what it does to its stakeholders, asking for their feedback and thus *improve* its work.

One way of doing this is to develop on a ‘social and environmental accounting’ basis, planning in the future to prepare a set of ‘social and environmental accounts’ (SAN method, see: [www.cbs-network.org.uk/socialacc.htm](http://www.cbs-network.org.uk/socialacc.htm)) and ensuring that the policies, documents, activities and processes to do so, are progressively put in place by the organisation (eg. see Vision section below and Appendix A). It has also used other best practice models to plan and develop, such as the *Balanced Scorecard* (see Appendix I).

Furthermore, as the Trust aims to be the *anchor organisation* for the Doncaster central area – an area larger than the NDC area, but agreed in close consultation with our sister development trusts in the borough, which include North, East, West and Rossington (South) – it needs to conform to the characteristics of such a body: [www.comm-alliance.org/Communityanchors/](http://www.comm-alliance.org/Communityanchors/)

Some social enterprises consider themselves little different than ‘ethical’ private companies. The Trust is different: it has firmly held values including equality and co-operation. Of course, the Trust must be viable *financially*, as well as credible and productive *socially* and *environmentally*. These three factors are

often referred to by and of the social economy, as the *triple bottom line* (TBL: see Appendix A). The income and expenditure

projections in Appendix B demonstrate our planning towards the objective of long term financial sustainability.

#### 4. SWOT ANALYSIS

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Strong management team</li> <li>• Resident-led, strong local governance including partner agency nominees</li> <li>• Large and varied asset portfolio and value on balance sheet</li> <li>• Iconic Church View Creative Enterprise Centre</li> <li>• Good support for local neighbourhood groups</li> <li>• Strong links into neighbourhood with residents</li> <li>• Many residents feel NDC has achieved success and can be influenced</li> <li>• Potential to generate good income and surpluses</li> <li>• Effective delivery of OTS grant contracts across the borough</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Some assets not yet fully developed</li> <li>• Lack experience of facilities management</li> <li>• Small property rental income yet</li> <li>• Church View may take time to generate income – will affect early years' balance sheet negatively</li> <li>• Image and negative perception of NDC until recently could affect confidence in / credibility of DCDT</li> <li>• Board's lack of collective experience of running a company and responding quickly with agility to unforeseen problems</li> <li>• Skills and experience gaps on board</li> <li>• Long delay in appointing a DCDT Chief Executive</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Involvement in Minster Quarter and Waterfront master plans implementation</li> <li>• Alignment with LAA to continue support to and in the NDC neighbourhoods</li> <li>• CEO, senior managers and Directors as key influencers locally, regionally and nationally</li> <li>• Partnership with other Doncaster Development Trusts to maximise income and influence</li> <li>• Become preferred accommodation / service provider Doncaster</li> <li>• Work in wider borough &amp; region</li> <li>• New branding of our products</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Ongoing recession / slow 'recovery'</li> <li>• Public funding cuts – knock-on effect for economy and contracts for social economy</li> <li>• Assets not developed in life time of NDC – external sources of capital not yet 100% secure</li> <li>• Lack of support from partners if confidence not gained / maintained</li> <li>• Church View Centre takes too long to become viable, or fails to attract target market</li> <li>• External image of Doncaster has adverse effect on internal economy and external investment</li> </ul>

## 5. VISION, MISSION, VALUES AND AIMS

### Vision

A healthy, happy, culturally and economically vibrant central Doncaster.

### Mission Statement

To develop assets, enterprise and influence to raise aspirations, remove barriers, link need to opportunity and enable people to be proud to belong to the Doncastrian family.

### Values

- **Accountable** – to the residents of central Doncaster, people centred and resident led
- **Co-operative** – equality, respecting diversity, communicative, working in partnership
- **Innovative** – transformational, flexible, evolving, finding new ways of working
- **Sustainable** – socially, environmentally, economically and financially

### Aims

- To develop well managed local assets to deliver social, environmental and financial returns
- To enable the voices of local people to be heard, to influence and improve the work of others
- To attract and manage external funds and programmes, enhancing the impact that other organisations can make
- To deliver other local services and enterprises meeting local needs, in collaboration with partners

### Objectives

Each element of the enterprise has its own SMART objectives. Key ones from these will inform an overview in future versions of this SE plan.

## 6. POSITIONING THE TRUST

The NDC programme aimed to reduce inequality in England, particularly the areas experiencing the sharpest levels of social exclusion. As successor body to the NDC programme, the Trust seeks to sustain this aim in the development, interpretation and implementation of its values, aims, objectives and action.

The NDC programme and the Trust are two very different things. Directing the final year of NDC delivery, whilst developing the Trust as a social enterprise requires a highly disciplined approach to manage this transition.

We aim to ‘position’ the Trust as a provider of high quality, creative products and services in particular areas (e.g. housing, community-based co-location and enterprise accommodation) and a valuable partner to third, public and private sectors locally, regionally and nationally.

Our sustainable housing is totally unique in Doncaster and establishes the Trust as a market leader. Its innovative lettings policy will interest social and private landlords for very different reasons and is arguably at the cutting edge of those attempting to create ‘sustainable communities’.

## 7. Church View – summary

**Church View** will be a multi-occupancy building offering a range of accommodation options to the creative, digital, arts and social enterprise / voluntary & community sectors. What makes it unusual is the wide mix of uses that will be accommodated within the building. Church View will be a place where diverse communities of interest can connect and create new opportunities, where digital designers can rub shoulders with fine artists; where designer makers can make and showcase their work; where photographers will be able to hire a studio and where a business can make a crucial presentation to a new client.

Church View will have exhibition space and a range of flexible meeting and social spaces including the 200 seat function room which can accommodate conferences, larger meetings as well as wedding receptions and community celebrations. The facility will also be equipped with its own kitchen, which will increase the cultural accessibility and affordability of the space.

A stunning feature of the development is the central courtyard, which the function room opens onto and will provide tenants and visitors with a beautiful space to 'take the air' or hold meetings in clement weather.

The building will also incorporate space for a ground floor café-bar, with sitting-out area; which has the potential to be both a small scale informal venue, meeting place and diner which acts as a social resource for the building and as a desirable meeting place in the town.

When fully operational Church View will be in use every day and be available 24/7 to its core occupiers. During the working week there will be a friendly reception area which encourages informal meetings, networking and use of a free Wi-Fi service.

With potential for incubator space, professional development facilities, digital access points and a wide range of initiatives and functions, Church View will be a vibrant and accessible resource used by a wide range of organisations, businesses and individuals. In short Church View will be a social hub and a creative factory – a place where opportunity, community and enterprise converge.



## 8. Sustainable Housing – summary

DCDT's **sustainable housing** is totally unique in the town. Fully renovated using high levels of insulation, renewable technologies and A-rated white goods in the high-spec' fitted kitchen and bathroom; these houses will make very comfortable and affordable homes for their new residents. We aim to be the rented housing provider of choice for central Doncaster.

The green features include: solar thermal water heating; air-source heat pump space and water heating; solar PV (photovoltaic, on some houses) for electricity generation. The Trust's houses are local exemplars of the kind of 'retrofit' (making older property energy efficient) that other public and private can only dream of currently.

The Trust has 29 units of mixed housing, ranging from 26 terraced houses: typical of any northern town; to a large detached house (former nursing home) in Balby, which is being converted into apartments; and a five bedroom house in Nether Hall, complete with original fireplaces and 'servant bell-pushes'. Some of these were derelict or empty for many years and have been brought back to use, with a very high quality finish.

Fuel poverty, or 'affordable warmth' as NDC residents chose to call it, is a big issue in central Doncaster. The area has a high proportion of older housing, often neglected by owners who cannot afford to improve, or more often private landlords who refuse to invest. Consequently, there is a high rate of people moving in and out of the area. This has knock-on effects for trust, as people don't always know their neighbour; for health, as

many people don't stay put long enough to register with a GP; for education, as kids are moved from school-to-school, not getting to know their classmates and sometimes disrupting their or their peers' learning; and the environment, as some tenants don't care much about using the wrong bins or dumping rubbish as they are not going to be there long.

The Trust's sustainable housing will offer highly affordable warmth for tenants and ensure that people will want to stay, to put down roots (or deepen them: we welcome local applicants) and to become positive contributors to the community. The interim criteria for allocating tenancies includes:

"... a long term commitment to residing in the area and being willing and able to positively participate in formal voluntary and community activity locally. The type of participation will be a matter for individual tenants to convince the interview panel (comprised of DCDT directors) and in some cases the Trust may provide opportunities for participation in both their own and other local voluntary / community projects. The Trust does not aim to let its housing to tenants who require substantial on-going support, nor does it intend to become a 'registered' social landlord. Instead, we will endeavour to influence the sustaining of the 'Liveability network' (a partnership of local public and support agencies) to advise and support tenants."

This type of innovation, as a contribution to transforming communities for the better – in keeping with our values – will characterise much of what the Trust does.

## 9. PARTNERS & STAKEHOLDERS

The Trust works closely with partners within the Borough of Doncaster's *Discover the Spirit* (Local Strategic Partnership) including the local authority, South Yorkshire Police, NHS Doncaster and Job Centre Plus; also with many in the local voluntary and community sectors, including the major local asset Sine FM community radio. In particular, it works most closely with the community-based organisations that have developed as part of the 'community infrastructure' of the NDC area. The chairs of three of these organisations sit as Directors on the Trust board.

Its primary stakeholders are residents of the original NDC area of benefit. In contract delivery this extends to secondary

stakeholders: residents of other communities across the central area borough of Doncaster. The trust's users and tenants, customers of these; public, third and private sector partners, are further groups of stakeholders. The Trust has completed some stakeholder mapping and will further develop this in further versions of this SE plan and for its social accounts.

The Trust will use feedback from each of its stakeholder groups to inform its planning and to influence the way in which it delivers its services and assets. Involvement in local, borough-wide, regional and national networks will also influence the way in which it conducts itself, its work and the effect it has within the local community.

## 10. DIRECTORS (at June 2010)

John Giddins – Chair	Cllr Moira Hood	Nick Whitehouse
Therese Kennedy – Vice Chair	Scott Cardwell	Ian Hanks
Ahmed Rashid	Ernie Beresford	Chris Brewster
Michael Hinks	Beverly Stoddart	Alison Telford-Simms
Mohammed Shabir	Arnold Drakeley	

## 11. CONTACT DETAILS

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