



S-CUBE Scenario: Creating a social enterprise

Background

Research conducted as part of the S-CUBE project into soft skill needs for social enterprises identified that the following areas were rated as important by a large proportion of respondents from social enterprises: communication, ability to influence, and ability to convince.

Existing skills in these areas were rated to be low. This scenario has been developed to provide an opportunity for participants to develop key communication skills in a social enterprise context.

This scenario is designed to facilitate reflection, discussion and practical application concerning the 7 step 'Cultivation Cycle' – see: www.fundraisingresearch.info/page6.htm

Context and playing instructions

UrbanFarm is a role play scenario that has been developed by partners from across Europe. The purpose of the *UrbanFarm* scenario is to provide participants with the opportunity to take part in a role play exercise focused on the use of the following soft skills:

- Leadership
- Listening
- Decision making
- Team building
- Understanding relationships.

The role play scenario concerns an established social enterprise called *UrbanFarm*. Full details about the scenario and the role play characters can be found on the remaining tabs within this screen. Please spend the next five minutes reading this information and familiarising yourself with the scenario. You will receive a message from the tutor when it is time to begin the role play exercise.

Please note that you can recall the Information screen by clicking on the "i" button at any time.

About UrbanFarm

Corfranmouth is a large city of 500,000 inhabitants. Pittwood, an area to the west of the city, suffers from problems of social and economic deprivation. In addition, crime levels are high and there is a particular problem with youth offending. Much of the area is established owner-occupier housing and there are two housing association estates. Pittwood's retail centre is declining and the number of shops has dwindled over the last three years. There is a local sixth form college in Pittwood, and a light industrial estate on the edge of the area.

Between the two housing association estates there is a large plot of land. It was a light industrial area but was abandoned some years ago. There is also a grassy area of about a hectare on the site with some old, semi-derelict buildings. It is overgrown and needs clearing/development. The land is owned by the local council (municipality) who want to either sell it for development or gift it to a community organisation with a strong business idea.

A number of local people want to form a social enterprise to develop an urban farm to redevelop the land, sell produce, look after animals and also encourage young people and families to get involved. The local council are keen for some sort of community use for the land and will also provide £50,000 in capital to help develop it. However, they are also under pressure from a developer who wants to purchase the land to build new housing.

The group of local people are hoping to get agreement from the council to transfer the asset to a new social enterprise. The council has asked for a business plan for the business.

Although the group members are from different backgrounds they are all in agreement that in order to create a farm that will have long term benefit they must create opportunities for earning income.

Specific scenario goals

1. Agree a simple vision/mission statement for the new social enterprise business
2. Agree roles in the new company and elect a chairperson for the new business
3. Set three social outcomes the business would like to achieve
4. Come up with some income generating ideas for future development.

Characters

| Name | Background | Goals |
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| Kimani Osayande | <i>Public</i> Kimani (48) has lived on one of the Pittwood estates all his life. He was recently made redundant from a building firm. He is a currently a security guard. | <i>Public</i> • He wants to get a better/more useful job as a handyman or builder. |

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| | <p><i>Private</i></p> <p>Kimani is frustrated with his current role and feels his skills are not being used.</p> <p>He is a little selfish and not great at taking orders from anyone who assumes an air of authority. He can be blunt at times.</p> <p>He is less motivated by the social goals but can see that making a difference would be a 'good thing'.</p> <p>He is happy to be on board but not keen to be a decision maker.</p> | <p><i>Private</i></p> <ul style="list-style-type: none"> • He needs the business to pay him a living wage. |
| <p>Anita Hanrahan</p> | <p><i>Public</i></p> <p>Anita (55) has taken early retirement and lives in an owner-occupied house in the area. She has a small pension and is active in local politics. She has previously worked for the Council (municipality) in senior management roles.</p> <p><i>Private</i></p> <p>She would like to find a new part-time job locally as she has found her pension is too small. She is a climate change sceptic. She gets the need for community involvement but not the environmental side of things.</p> <p>She can be a little high handed, superior and aloof sometimes and often dismisses people with a caustic tone.</p> | <p><i>Public</i></p> <ul style="list-style-type: none"> • To develop a brilliant urban farm that serves the community. <p><i>Private</i></p> <ul style="list-style-type: none"> • She is keen to lead the local project as a platform for her bid to become a local councilor (elected representative). • She wants maximum PR and visibility for herself. • She would like to be the Chair or CEO of the new business. |
| <p>Kamaljeet Kaur</p> | <p><i>Public</i></p> <p>Kamaljeet (35) is a local doctor. Originally from a farming community in India, she wants the farm to make a difference to local people by delivering wholesome food, socially useful</p> | <p><i>Public</i></p> <ul style="list-style-type: none"> • She wants the farm to deliver socially useful projects <p><i>Private</i></p> |

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| | <p>products and promoting healthy lifestyles.</p> <p><i>Private</i></p> <p>She is well paid and doesn't need to draw a salary from the social enterprise.</p> <p>She is passionate about healthy living, food and well-being.</p> <p>She is a good mediator and listens and absorbs information well.</p> <p>She is studious and academic and often uses health related jargon terms.</p> | <ul style="list-style-type: none"> • She is keen to carve out a role as the 'Health Promotion' director of the new company. • She wants health living to be at the forefront of the new business. |
| Erich Ossowski | <p><i>Public</i></p> <p>Erich (41) is a part-time teacher in horticulture at the sixth form college. He believes that promoting environmental change and sustainable use of energy is very important and that the farm should educate people on the potential of sustainable agriculture.</p> <p><i>Private</i></p> <p>Erich harbours a desire to be a local councillor (elected representative) for the Green party.</p> <p>He does not want to compromise on his green ideals.</p> <p>He is eloquent and principled but can be a little dogmatic at times.</p> | <p><i>Public</i></p> <ul style="list-style-type: none"> • He is keen to use his education skills in a more creative way to promote environmental change. <p><i>Private</i></p> <ul style="list-style-type: none"> • He would like to secure some part-time work • He is keen to get environmentalism/green issues written into the objectives of the company in some way. • He wants a leading role in the new entity. |
| Robert Johns | <p><i>Public</i></p> <p>Robert (70) is retired farm worker who moved to the area to be nearer his son. He is well known and liked in the area and is a popular local community fundraiser.</p> | <p><i>Public</i></p> <ul style="list-style-type: none"> • He wants to volunteer to work on the farm. <p><i>Private</i></p> <ul style="list-style-type: none"> • He has little interest in |

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| | <p><i>Private</i></p> <p>He believes that developing the farm can encourage local participation and community spirit.</p> <p>He is affable and jovial character. He doesn't care for jargon or lofty ideals and just wants to do something good in the community.</p> | <p>marketing or PR but is keen for the community to come together more.</p> |
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Debriefing Questions

- 1) Did your character achieve his / her public goals? (Yes, No, Partially)
- 2) Did your character achieve his / her private goals? (Yes, No, Partially)