Mapping the impact of social enterprise on disadvantaged individuals and communities in Australia's regional cities

Final Report
May 2020

SWINBURNE UNIVERSITY OF TECHNOLOGY

Project team

Professor Jane Farmer – Project Lead
Professor Sue Kilpatrick – Chief Investigator
Professor Josephine Barraket – Chief Investigator
Professor Michael Roy – Chief Investigator
Dr Katharine McKinnon – Chief Investigator
Dr Christopher Brennan-Horley – Chief Investigator
Dr Sarah-Anne Munoz – Chief Investigator
Tracy De Cotta – Research Assistant
Dr Viktoria Adler – Research Assistant
Dr Sherridan Emery – Research Assistant
Dr Peter Kamstra – Research Assistant /GIS
Dr Melissa Kennedy – Research Assistant

Acknowledgements

We pay respects to the traditional custodians of all the lands on which we work and study, and acknowledge their Elders, past, present and emerging.

Funding for this study is from the Australian Research Council Discovery Project DP170100388.

We would like to recognise the time and commitment of the employees, staff, volunteers, CEOs and board members of the social enterprises that participated and thank them for their wonderful enthusiasm and support.

We also like to thank the various community representatives that agreed to participate and share their knowledge and experience.

Finally, we would like to thank Dr Jan Douglas, Dr Susan Johns and Dr Jessica Woodroffe for their assistance with interviews and data collection.

Recommended Citation

Farmer, J., De Cotta, T., Kilpatrick, S., Barraket, J., Brennan-Horley, C., McKinnon, K., Adler, V., Kamstra, P., Emery, S., Kennedy, M., Munoz, S-A., Roy, M. (2020) Mapping the impact of social enterprise on disadvantaged individuals and communities in Australia's regional cities. Swinburne University of Technology. Melbourne.

https://doi.org/10.25916/5ea919c957bac

Contents

Key messages

Social enterprises combine a social mission with an enterprise approach. Social enterprises are understood to contribute to the wellbeing of their participants and communities.

This report aims to explore how social enterprises realise wellbeing. It is aimed at practitioners and provides useful tools for understanding wellbeing in social enterprise contexts. Results are derived from four case studies of social enterprises in two regional cities in Australia.

To understand wellbeing at social enterprises, we explore the case studies through three theoretical lenses: spaces of wellbeing theory; social capital theory; and diverse economies theory. These help to explain how wellbeing is realised at the individual and community levels.

Each of these theories presents a different model to understand wellbeing, and all provide valuable insights as applied to social enterprises.

We physically map individual wellbeing to understand, through a spaces of wellbeing lens, where wellbeing is realised, which then helps to explain how wellbeing is realised – by/in social enterprises that provide space (physically and non-physically) for the development and realisation of:

- capability, such as a supported environment to try and extend skills
- integration, such as the opportunity to develop relationships with peers and the wider community
- security, such as physical and psychological safety
- therapy, such as spaces that allow healing and wellness.

Community capacity is developed by social enterprises and their links to the community through three types of networks identified in social capital theory:

- bonding social capital and networks – connections gained between participants and members of the community through the function of the social enterprise, such as those that develop trust between social enterprise employees
- bridging social capital and networks – connections between social enterprises and other city entities, such as those that provide social procurement opportunities to regional businesses
- linking social capital and networks – connections with people or institutions at other levels of power – within or beyond the city, such as those that enable the development of whole-of-community initiatives.

Holistic wellbeing (applying diverse economies theory) is developed by social enterprises through:

- material wellbeing, such as providing income where job opportunities are usually low
- occupational wellbeing, through providing a sense of achievement and enjoyment in work
- social wellbeing, through the development of relationships
- community wellbeing, such as the development of a sense of belonging and shared purpose
- physical wellbeing, such as learning the skills to live a healthy life
- psychological wellbeing, such as the calmness of certain types of work.

Based on these findings, we provide four new tools for practice.

Glossary

This report draws on several academic theories and concepts. We have provided a list of key definitions here. If you would like to read more about any of the concepts, references are provided in Appendix A.

Assemblage	A way of conceptualising the idea that things (e.g. here, wellbeing) are composed of multiple relationships between material locations, people, practices, discourses and performances that help shape spaces.
Biophilia	Human appreciation for the physical beauty of the natural world and an innate tendency to seek connection with nature (Wilson 1984).
Bonding social capital/networks	Connections gained between participants and members of the community through the function of the social enterprise.
Bridging social capital/ networks	Connections between social enterprises and other city entities, e.g. universities, local government.
Capability	Is about individuals having the conditions to enable choice from opportunities '...to accomplish what we value being or doing' (Sen 1992, p.31).
Capacity	Is here mainly understood in the context of 'community capacity' or developing resources at the level of local communities to develop, implement and sustain solutions to local challenges.
Convivial interactions	Interactions between people that are friendly, lively and enjoyable.
Diverse economies theory	Diverse economies theory considers the multiple economic practices through which communities sustain their livelihoods in place of or in addition to capitalist commercial enterprise (Gibson-Graham 2006).
Employee	Beneficiaries of the social enterprise, usually receiving supported employment.
Geographic Information System (GIS)	Computer software designed to capture, store, analyse and present spatial and geographic data.
Integration	Making social connections and relationships, becoming embedded in networks of mutual value and trust.
Linking social capital/networks	Connections with people or institutions at other levels of power – within or beyond the city.
Micro-geography	A geographic term used when the focus of analysis is a small geographic unit, such as a single social enterprise.
Micro-spaces	The spaces (floorplan) within a social enterprise identified as places where wellbeing is realised.
Ontological security	When an individual experiences a sense of order and continuity which makes them feel 'at home in the world' (Giddens 1991).
Realisation	To make something (e.g. wellbeing) materialise or become a reality.
Regional cities	Hubs for larger regional areas, which provide their own and smaller neighbouring communities with a range of services and amenities that may not be available in smaller communities.

Glossary

Relational	Used here mainly in reference to how things (such as experiences) are composed – that is, experiences can be understood as the product of fluid and changing relationships (or involve relationality) between aspects such as physical objects, work practices, narratives, culture, symbolism and people – rather than as fixed and immutable.
Resource	A stock or supply of assets that can be drawn on by a person or community in order to function effectively.
Security	An increasing understanding of, and protection from, physical, social and environmental risk; providing a sense of comfort in the world through ongoing predictable routines.
Social capital	A resource developed through social interactions with the potential to contribute to the social, civic or economic wellbeing of a community and its members. Interactions simultaneously use and build stores of social capital. The nature of social capital depends on the quality of the interactions, reciprocity, trust and shared values and norms.
Social enterprises	Organisations that are led by a social mission and use an enterprise approach to fulfil that mission (Barraket et al. 2010).
Social procurement	When organisations use their buying power to generate social value above and beyond the value of the goods, services or constructions being purchased.
Spaces of Wellbeing theory	A geographical approach to understanding wellbeing, developed by Fleuret and Atkinson (2007).
Staff	People working in management, administrative or supervisory roles within the social enterprise.
Therapy	A resource realised through properties of spaces and places that offer physical, mental or emotional healing or feelings of wellness.
Volunteers	Community members who freely offer to take part in activities or work for the social enterprises without being paid.
Wellbeing (individual)	A resource realised when an individual has access to the aspects of capability, social integration, security and therapy; and the freedom to live a flourishing and fulfilling life (Atkinson & Scott 2015).
Wellbeing (community)	When people in communities are able to live well together (Gibson-Graham, Cameron & Healy 2013).
Work Integration Social Enterprises (WISE)	A type of social enterprise that transitions individuals into work experiences and job opportunities by engaging people who have limited access to the mainstream job market, in commercial work.

Introduction

Introduction

This study looks at social enterprises in regional cities to understand if, where, how and why they realise wellbeing for their employees and communities. This report aims to take a practical 'what is this and how can I apply it?' approach.

What is a social enterprise?

Social enterprises are organisations led by a social mission which use an enterprise approach to fulfilling that mission (Barraket et al. 2010). Among other social goals, social enterprises can provide work experiences and opportunities for people living with disabilities, illness and other socio-economic disadvantages (Barraket 2013; Teasdale 2010).

In Australian regional cities, commercial business growth and work experience opportunities are constrained. Governments increasingly promote social enterprises to transition individuals and communities out of disadvantage. Knowing about the benefits of social enterprises and how these benefits come about is significant for these areas.

There are different kinds of social enterprise including social enterprise models that: promote ethical consumption; aim to generate greater community participation; or reinvest profit from mainstream commercial activity for social purpose (charitable trading ventures) (Barraket et al. 2017). Work Integration Social Enterprises (WISEs) employ people experiencing various forms of disadvantage, with the aim of providing employment experiences (Spear & Bidet 2005). Ideally, employees gain work-skills, experience, confidence and the habits of going to work, but in a supported environment (Lysaght et al. 2012; Roy et al. 2017).

In Australia, there have been a variety of federal and state government schemes aimed at business development for social enterprises and social procurement policies, which help business to business social enterprises to sustain. They do this by encouraging and incentivising business and the government sector to purchase from social enterprise (Barraket et al. 2017). Social enterprises trade in goods and services and may also receive support through philanthropic grants and various forms of social finance. Different government welfare support schemes support individuals to seek employment at social enterprises; for example, through the National Disability Insurance Scheme, individuals can choose to direct some of their payments to some social enterprises to gain work experience.

This project

There is ongoing discussion about the impact of social enterprises on the health and wellbeing of individuals and communities (Roy et al. 2014; Farmer et al. 2012). Here, we explore *where* wellbeing is realised in social enterprises, which helps to explain *how* and *why* social enterprises help to realise benefits.

In this project, we examine social enterprises through the frame of wellbeing. The concept is applied to explore positive experiences of life that are about more than simply freedom from physical illness (see Munoz et al. 2015). Wellbeing is about having the 'resources' to enable flourishing lives (Atkinson & Scott 2015). The concept aligns with a social model of health, which places health in its social context (Blaxter 1990; Bowling 1991; Gattrell et al. 2000; Cattell et al. 2008).

The study objectives were to:

- → **identify** how social enterprises in regional cities enable disadvantaged individuals to realise wellbeing
- → **assess** how social enterprises in regional cities contribute to community capacity-building
- → **apply** mapping techniques to enable visual analysis of how intangible resources (e.g. wellbeing, social capital) develop and grow
- → **provide** tools for communities, policy and practice to examine how social enterprises contribute to outcomes for individuals and communities.

To understand if and how social enterprises contribute to wellbeing, we use three theoretical lenses.

Spaces of wellbeing theory comes from health geography and is used to explore the impact of social enterprises on individual wellbeing (Fleuret & Atkinson 2007).

Social capital theory is used to understand the impact of social enterprises on community capacity (Falk & Kilpatrick 2000).

Diverse economies theory is used to apply a holistic approach to understanding individual and in-community wellbeing (Gibson-Graham 2006).

Each of these theories takes a distinct lens to wellbeing development, and together they are complementary. Further information on how we applied each of these theories is available in Appendix B – Research approach.

To understand the role of social enterprises in realising wellbeing, this report discusses and visualises:

- → **where** within social enterprises, and in relation to them, wellbeing is realised
- → **why** and **how** wellbeing is realised in these spaces
- → how and to what extent social enterprises **interact** with other organisations to realise community-level benefits
- → the **diversity** of forms of wellbeing that social enterprises realise, and how these help communities to 'survive'.

The case studies

To understand wellbeing in social enterprises, we look at four social enterprises in this report. The organisations are located in two Australian regional cities, each with a population under 100,000 people. Each case study has been de-identified. Further information on each case study is provided in Appendix B – Research approach.

Three of the case study organisations are Work Integration Social Enterprises (WISEs):

- → Farm
- → Catering
- → AssistAll.

The fourth case study included is a Community Centre that supports several micro-social enterprises. The community centre is in a disadvantaged area and provides opportunities to support and build capability of local people.

How to use this report

There are three sections to this report:

- → **Section 1 – Understanding the theory** – presents detail on each of the theoretical concepts that underpin the report
- → **Section 2 – Wellbeing in social enterprises** – outlines the findings of the research
- → **Section 3 – Putting it into practice** – a practice guide to help you understand how you might apply this research in your own organisation.

The report is underpinned by the three theoretical lenses referenced in the shaded box on page 8. If you are just interested in reading the findings and practice in relation to one of these theories, in each section:

- → Spaces of wellbeing theory is discussed first
- → Social capital theory is discussed second
- → Diverse economies theory is discussed third.

These are indicated on the top right of each page by the following abbreviations:

SW Spaces of Wellbeing

SC Social Capital

DE Diverse Economies

This report is designed primarily for use by social enterprise practitioners and policymakers. For more academic perspectives, we encourage readers to explore the academic research developed through this work, including:

Farmer J, De Cotta T, Kilpatrick S, Barraket J, Roy M & Munoz S-A 2019, How Work Integration Social Enterprises help to realise Capability: a comparison of three Australian Settings. *Journal of Social Entrepreneurship*, 1–23.

Farmer J, De Cotta T, Kamstra P, Brennan-Horley C, & Munoz S-A 2019, Integration and segregation for social enterprise employees: a relational micro-geography. *AREA*, 52(1), 176-86.

Farmer J, Kamstra P, Brennan-Horley C, De Cotta T, Roy M, Barraket J, Munoz S-A & Kilpatrick S 2020, Using micro-geography to understand the realisation of wellbeing: A qualitative GIS study of three social enterprises. *Health & Place*, p.102293.

Kilpatrick S, Emery S, Farmer J & De Cotta T 2020 Social enterprises developing capability and well-being through work-based learning. *Journal of Vocational Education & Training*,1–21.

McKinnon K, Kennedy M, Barraket J & De Cotta T 2020 'Is being in work good for wellbeing? Work Integration Social Enterprises in regional Australia' *Australian Geographer*.

Section 1

Section 1 – Understanding the theory

Spaces of wellbeing theory

Spaces of wellbeing theory is a geographical approach to understanding wellbeing developed by Fleuret and Atkinson (2007). In this study, it is applied to explore how wellbeing can come about for individuals. We use the term 'realising wellbeing' to describe the accrual of positive resources from experiences.

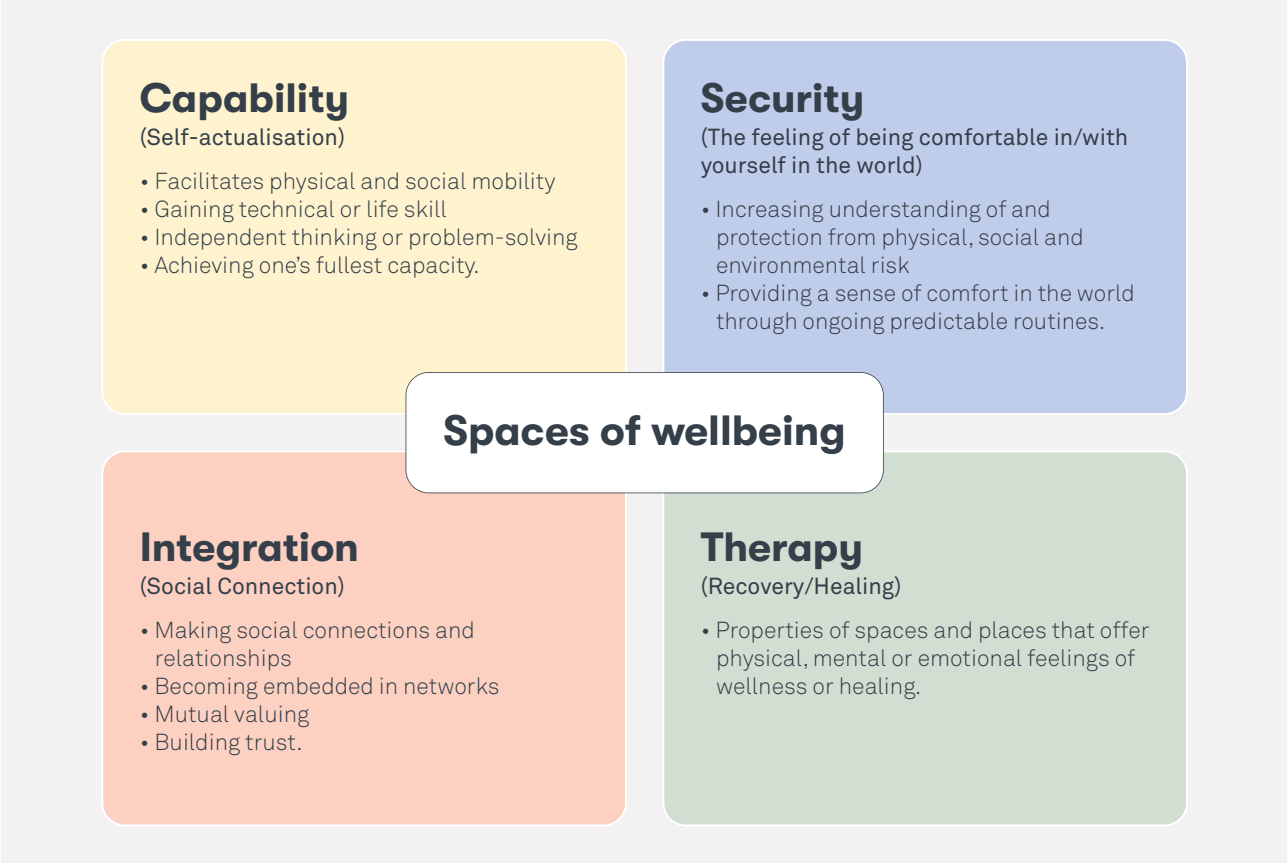
Fleuret and Atkinson (2007) developed the theory based on a multidisciplinary literature review of the concept of 'wellbeing', considering the ways it is understood and 'measured'. They note that wellbeing remains a vague term, but suggest this is useful as it allows wellbeing to be intersectional and useful in transdisciplinary work (Fleuret & Atkinson 2007, p. 106).

Spaces of Wellbeing theory builds off three core traditions of wellbeing theory (Fleuret & Atkinson 2007):

1. **Theory of needs** – individuals have emotional, social and material needs that, when fulfilled, lead to wellbeing (Fleuret & Atkinson 2007)
2. **Relative standards theory** – wellbeing is understood as relative and subjective, with individuals' experiences dependent on wider context (Wilkinson 1996; Layard 2005; Diener & Lucas 2000)
3. **Human capabilities approach** focuses on enabling self-actualisation of abilities and skills to enable a flourishing life (Sen 1993).

Fleuret and Atkinson (2007) identified four consistent ideas/themes prominent across wellbeing theory (see *Figure* 1). These aspects of wellbeing are inter-related. Wellbeing realising is fluid, changing, processual and shaped by changing social, spatial and temporal contexts (Atkinson 2013).

Figure 1 Spaces of wellbeing theory – developed and adapted from Fleuret and Atkinson (2007)



A further idea that it is necessary to explain here, is 'assemblage'. Experiences, including of wellbeing, are created by multiple aspects in life coming together relationally. For example, an educational experience could include:

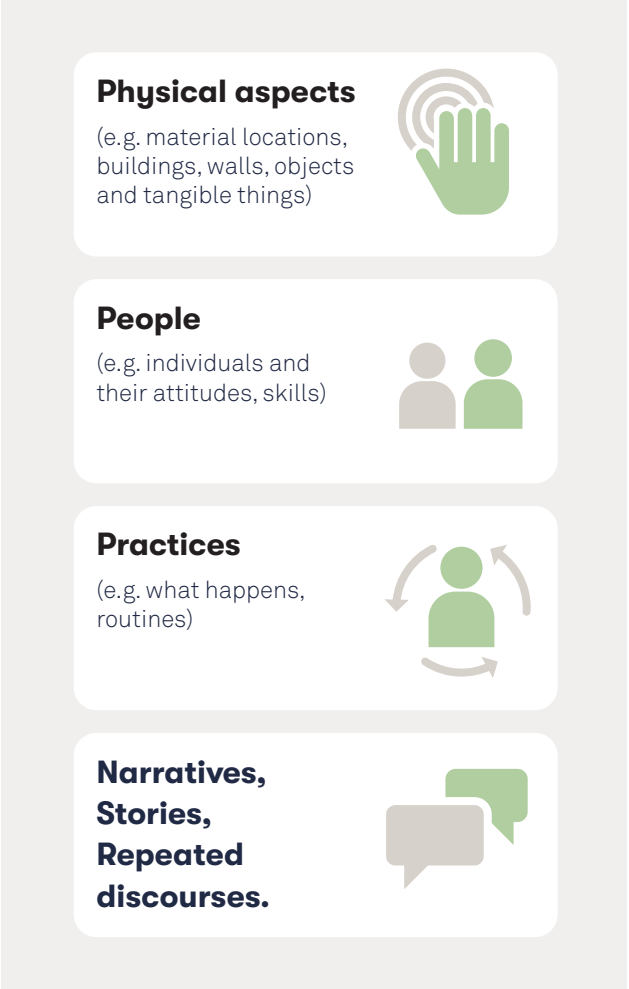
- social practices (e.g. using lesson formats)
- physical places and objects associated with education (e.g. classrooms, computers)
- stories and narratives (e.g. education gives you better chances in life)
- symbols (e.g. education occurs in universities or schools and what is associated with those ideas).

These aspects come together in particular ways at particular times.

Our application of assemblage particularly draws from Foley's (2011) work on places/spaces of health. He viewed these as composed of:

- metaphor – involving mood and thoughts
- inhabitation – aspects involving performance and spirit
- materiality – aspects involving embodied actions.

Munoz, et al. (2015) adapted Foley's assemblage thinking into a practical frame to enable evaluation of spaces and places. In this study, we further adapted the concept of assemblage to analyse experiences as composed of:



We look at how aspects of wellbeing (integration, capability, security and therapy) can come about in experiences formed from relationships between physical aspects, people, practices and narratives.

Social capital theory

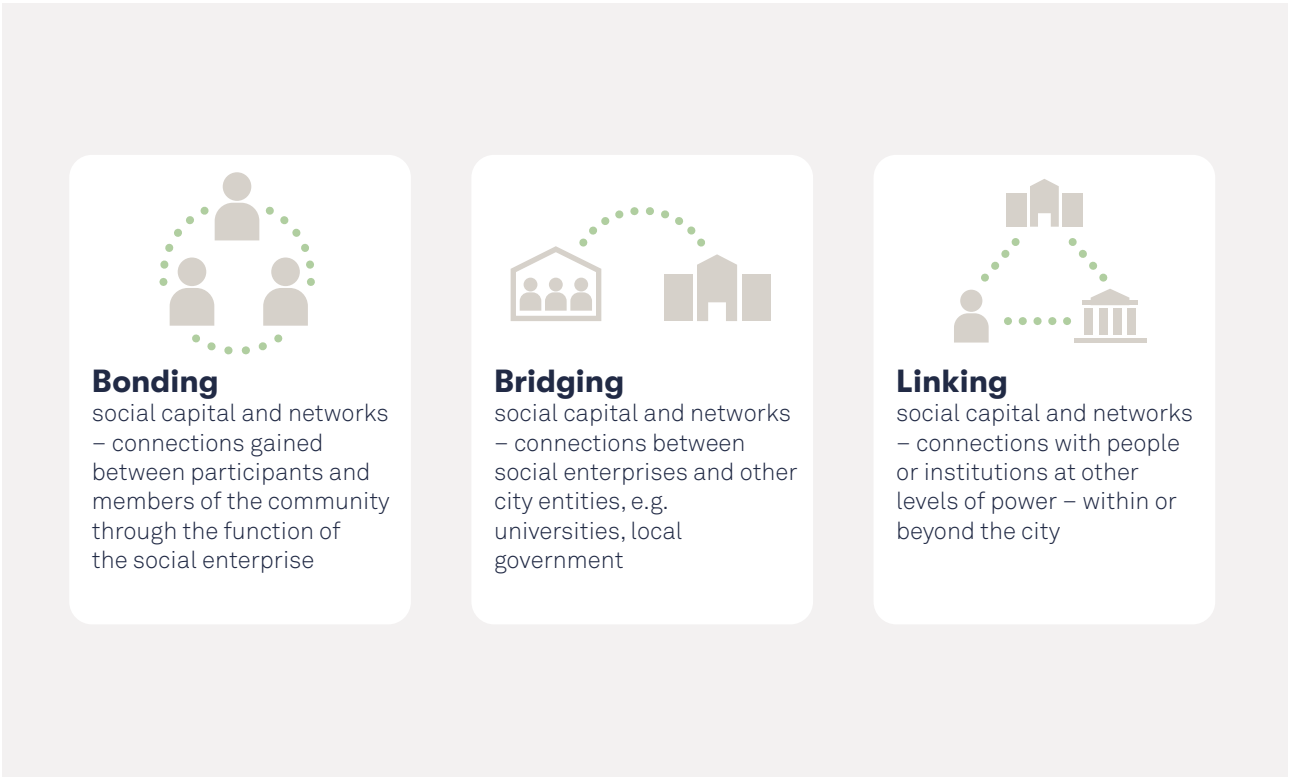
Social capital theory was applied to understand how social enterprises have an impact at the community level within regional cities.

Social capital captures the 'resources' developed within, by and through social groups and networks. Community capacity that stems from social capital includes social networks that facilitate communication, social inclusion and a shared sense of identity (Buikstra et al. 2010; Ross et al. 2010; Kilpatrick et al. 2015). Regions and communities with high social capital are more resilient (capable to adapt and thrive in times of change).

Social capital is made up of two components:

- **networks**: that may be bonding, bridging or linking networks, and that provide access to knowledge resources including knowing 'how to get things done'.
- **resources**: that may be identity resources (trust, shared norms and values) that, in turn, facilitate mobilisation of knowledge resources (Falk & Kilpatrick 2000).

Figure 2 Social capital networks



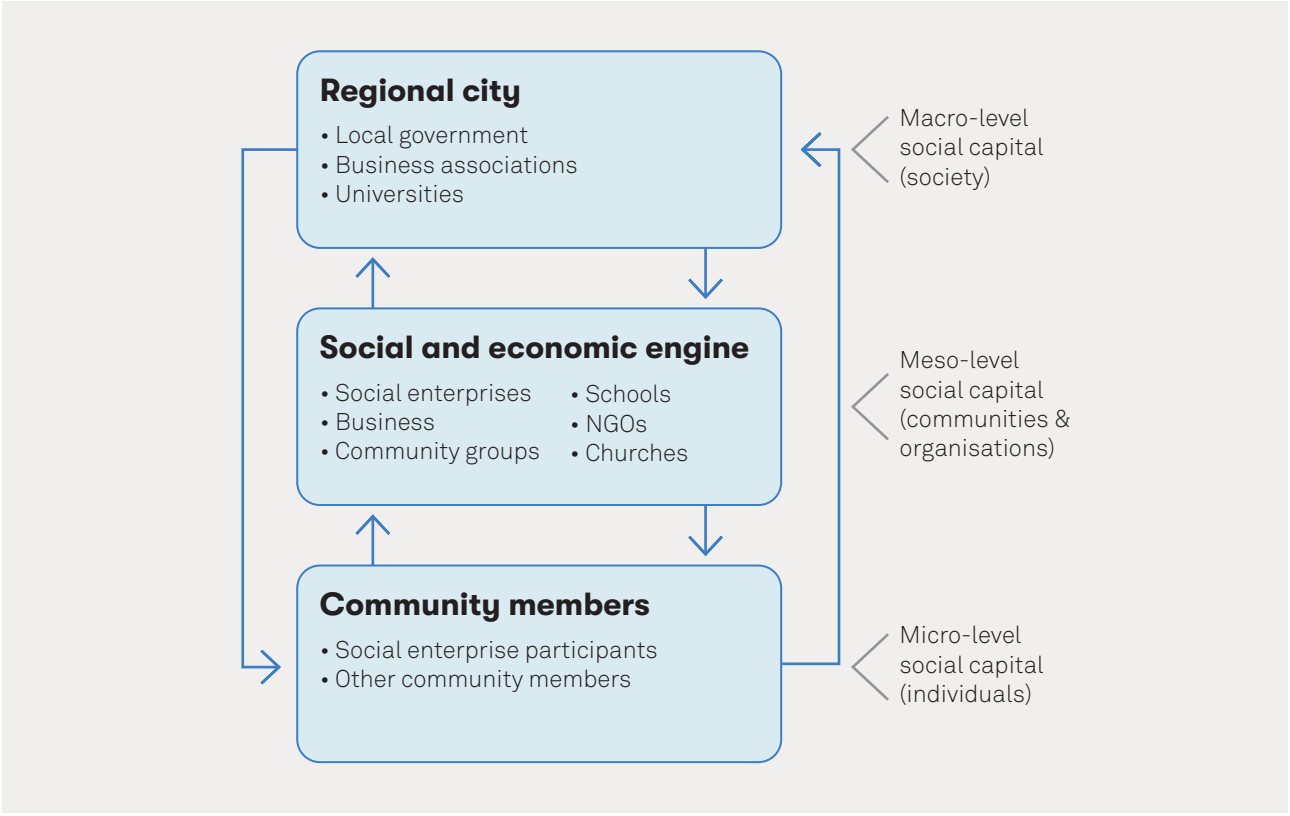
Social infrastructure enables communities to take advantage of social as well as economic opportunities and to deal with challenges. It is made up of a combination of close bonding networks, bridging networks between community entities and linking networks that extend beyond community boundaries (Falk & Kilpatrick 2000; Richter 2019).

Social networks can be mobilised to share values and develop a shared sense of community identity, trust and norms, which include social inclusion and individual development (Bergstrom et al. 1995; Kilpatrick et al. 2003).

A social capital model developed by Kilpatrick et al (2015) describes the links among micro (individual) and meso (organisations) social processes; and the social and economic features within the macro (overall governance) social order of a regional city as shown in *Figure 3*.

The interest in this study was in how the different forms and attributes of social capital, related to social enterprises, are or can be, mobilised to produce benefits for regional cities and communities.

Figure 3 Social capital model



Diverse economies theory

Diverse economies theory considers the multiple economic practices through which communities sustain their livelihoods in place of or in addition to, capitalist commercial enterprise (Gibson-Graham 2006). The theory recognises that the ways we sustain and nurture ourselves involves multiple practices that are seldom acknowledged in standard discussions of 'the economy'.

The diverse economy includes wage labour and capitalist enterprises, but also unpaid work, bartering, subsistence production, gifting, gleaning, and scavenging. These activities occur in many types of enterprises including cooperatives, community gardens, non-profits, households and social enterprises (Gibson-Graham & Cameron 2007). The economic benefits produced are more than just financial.

Within a diverse economy, economic actors are understood to be shaping the economy through the decisions they make about how to balance commercial considerations alongside social concerns.

To continue to survive well together (understood as continuing to live together well, perhaps despite threats), communities and organisations need to balance different types of wellbeing that enable holistic livelihoods. Within diverse economies theory, Gibson-Graham et al. (2013) propose five types of wellbeing:

- **material wellbeing** – having the resources to meet basic needs
- **occupational wellbeing** – a sense of enjoyment of what we do each day
- **social wellbeing** – having relationships and a supportive social network
- **community wellbeing** – involvement in community activities
- **physical wellbeing** – good health and a safe living environment.

In the context of social enterprises, another type of wellbeing can also be added:

- **Psychological and spiritual wellbeing** – which moves 'beyond a biomedical notion of health to encompass the emotional, social and spiritual dimensions of what it means to be human' (Conradson 2012, p. 16).

The diverse economies approach, then, gives another way of considering the relationship between social enterprises and individual/community wellbeing benefits.

Section 2

Section 2 – Wellbeing in social enterprises

Individual wellbeing in social enterprises

This section draws on spaces of wellbeing theory to understand how wellbeing is realised for employees in social enterprises. Evidence suggests that there are positive associations between social enterprises and wellbeing, but that the causal mechanisms driving this relationship are not well understood (Roy & Hackett 2017; Suchowerska et al. 2019).

To explore what is happening in social enterprises, we mapped the four case studies to understand *where* wellbeing is being realised, looking to then understand *how* and *why* it is occurring. 'Heat maps' for each of the sites were developed – mapping where mentions of wellbeing were highest. Further explanation of this method is available in Appendix B – Research approach.

In this section, we present the maps of each of the social enterprises informed by four aspects of wellbeing: capability, integration, security and therapy, followed by tables summarising where wellbeing realises in the social enterprise and pointing to how and why this occurs.

In a section following the maps section, we look across the social enterprises to discuss how spaces within social enterprises contribute to the aspects of wellbeing – capability, integration, security and therapy.

Mapping where wellbeing is realised – case studies

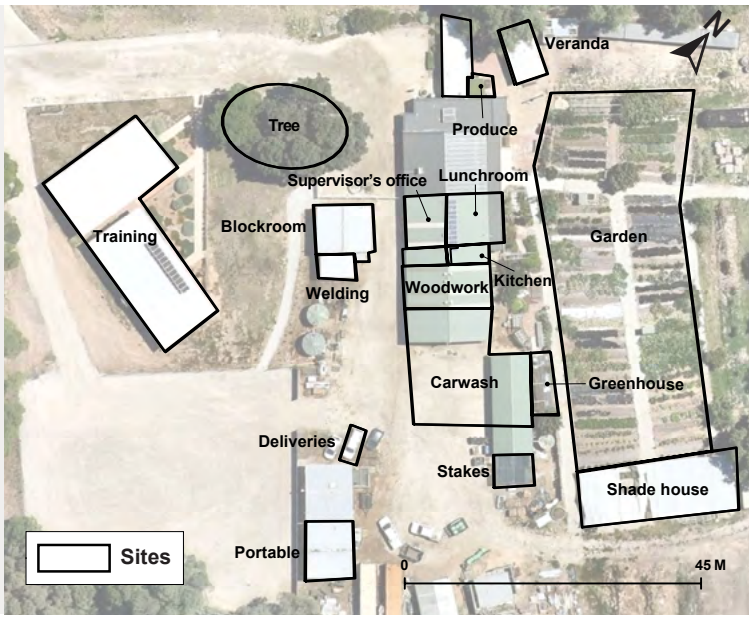
To explore these aspects in more detail, we mapped each of the social enterprises using GIS technology.

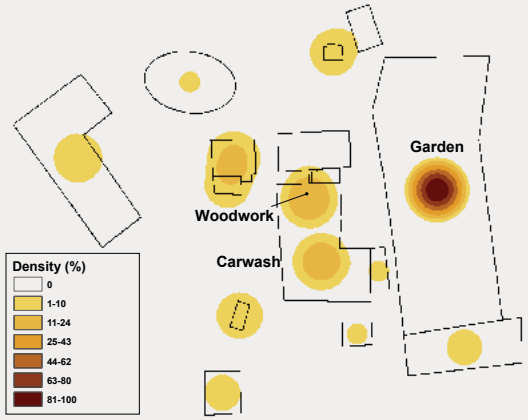
See the following pages.

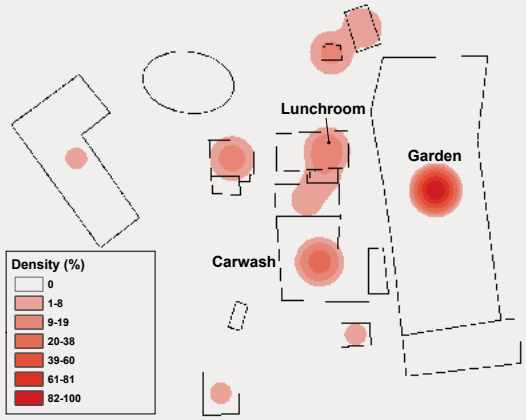
SW

Case study: Farm

Aerial map of Farm showing sites







Capability

The highest mentions for capability at Farm were located in the garden, the blockroom, the woodwork site and the carwash. The garden is the largest site in area, capable of accommodating the largest number of employees and variety of tasks. This includes learning how to plant a variety of crops and garden maintenance techniques.

The blockroom is another indoor space with multiple mentions of capability, due to repetitive tasks, including painting mining blocks or folding hospital supplies.

The carwash is another large and outdoor site that offers capability through attention to detail.

Integration

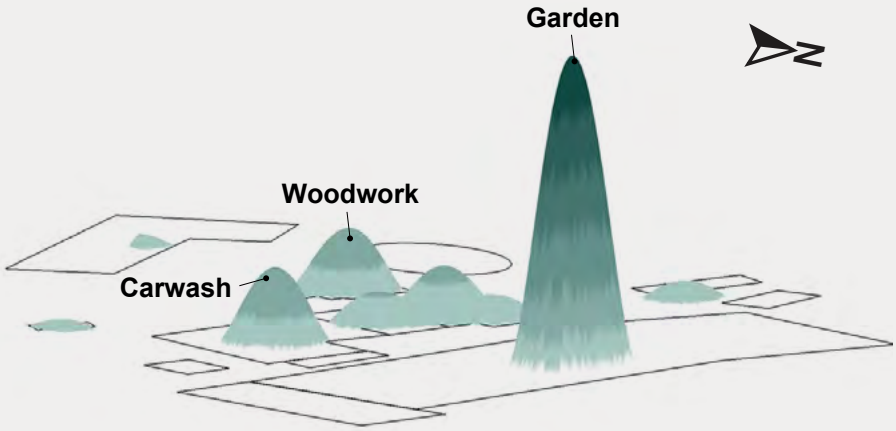
The Garden, Carwash and Lunch sites have the highest mentions of integration. Being the largest space at Farm, the Garden provides the greatest number of opportunities for people with diverse skill sets work together, helping to realise connection and learning from each other.

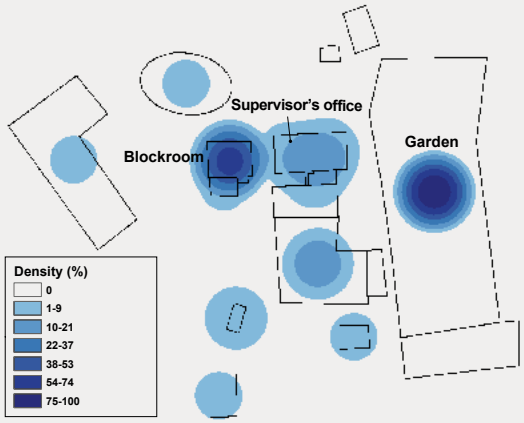
Unlike the car wash where the outdoor work environment is filled with loud noises from vacuums and pressure washers, the lunchroom is a quiet indoor place where employees take breaks and can catch up with one another via more private conversations.

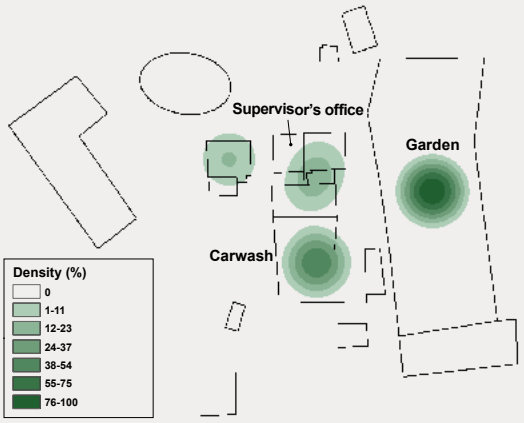
Similarly, interactions in the smaller block room are not always verbal; for example, employees often glance and smile at each other while are working independently, but collectively listening to the same radio program.

Integration opportunities also often happen off-site, e.g. going to dinner or the movies, or participating in sport.

Density of Wellbeing at the Farm viewed from the south east







Security

Sites with the highest mentions for security are the garden, blockroom and supervisor's office. Security arises from connections between people through feelings of comfort and safety.

Their routines and friendships in familiar spaces like the garden help employees feel valued and included by/with their co-employees.

The value of routine providing a sense of security was evident in mentions of security at both the garden and blockroom.

The Supervisor's Office is a place that employees know that they can go to when they need help or a trusted advocate.

Therapy

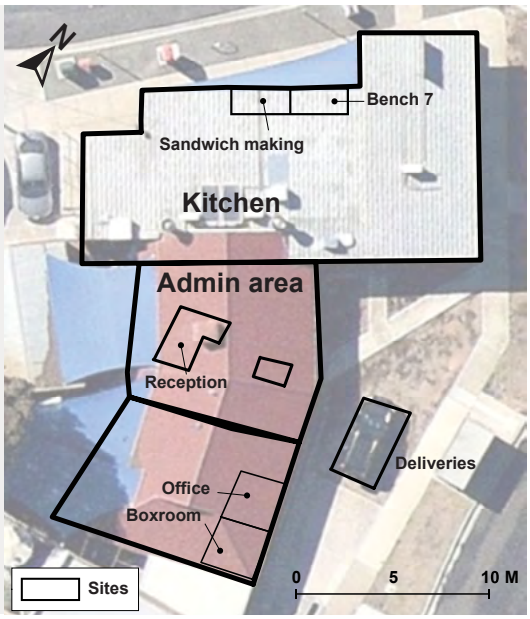
The Garden and the Carwash have the highest mentions for therapy due to, in part, being outside and interacting with the environment and others.

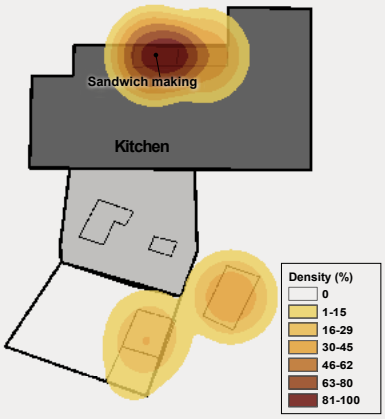
Similarly, an outdoor space that offers a sense of therapy is the Veranda, where typically older men who work in the Garden, have their tea breaks. The experience of social connection during these breaks was associated with therapy for them.

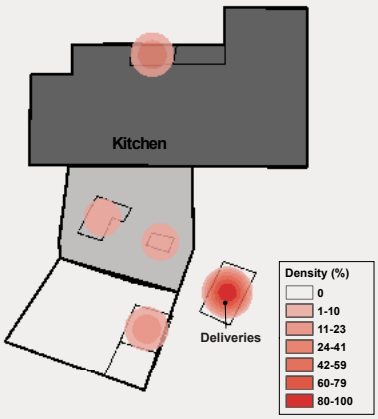
SW

Case study: Catering

Aerial map of Catering showing sites







Capability

Capability was related to complex tasks associated with using kitchen tools that demand fine motor skills and time management. The Kitchen is a large part of Catering and is arranged in such a way so that staff can monitor newer or less capable employees easily. This includes spaces that require more advanced tasks, such as the Sandwich-making site.

Capability is not only restricted to spaces within the social enterprise facility. Because of the customer interactions, employees selected to do deliveries for Catering sense that they are trustworthy and capable.

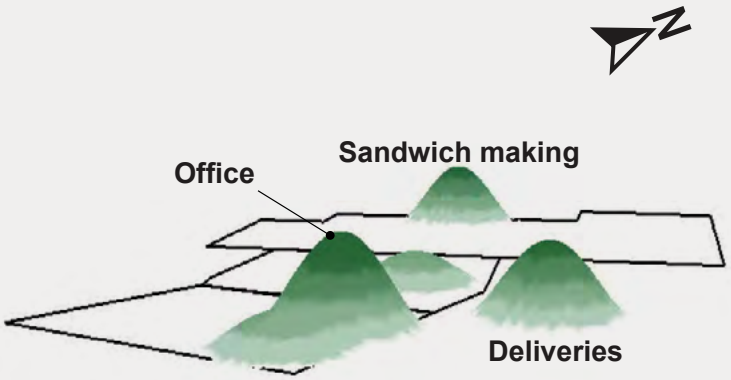
Integration

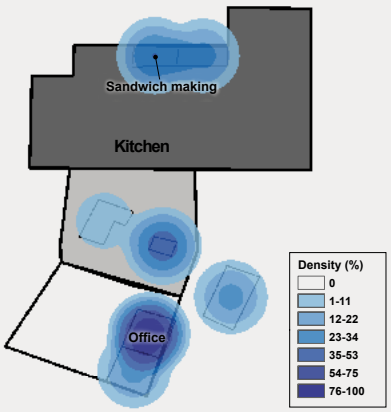
The Kitchen is a contained space where employees work in close proximity and often together on time sensitive jobs. This requires employees to develop their ability to communicate both verbally and non-verbally, helping them learn how to work and collaborate with people in small spaces.

Informal interaction occurs often in the admin area, particularly around the couch and reception desk.

Off site, delivery of orders into the community enables employees to interact with a diverse range of community members.

Density of Wellbeing at Catering viewed from the south east





Security

Security is realised through supervision, support and encouragement from staff and predictable routines in the kitchen.

This feeling of security via support also extends to another more private space in Catering called the office.

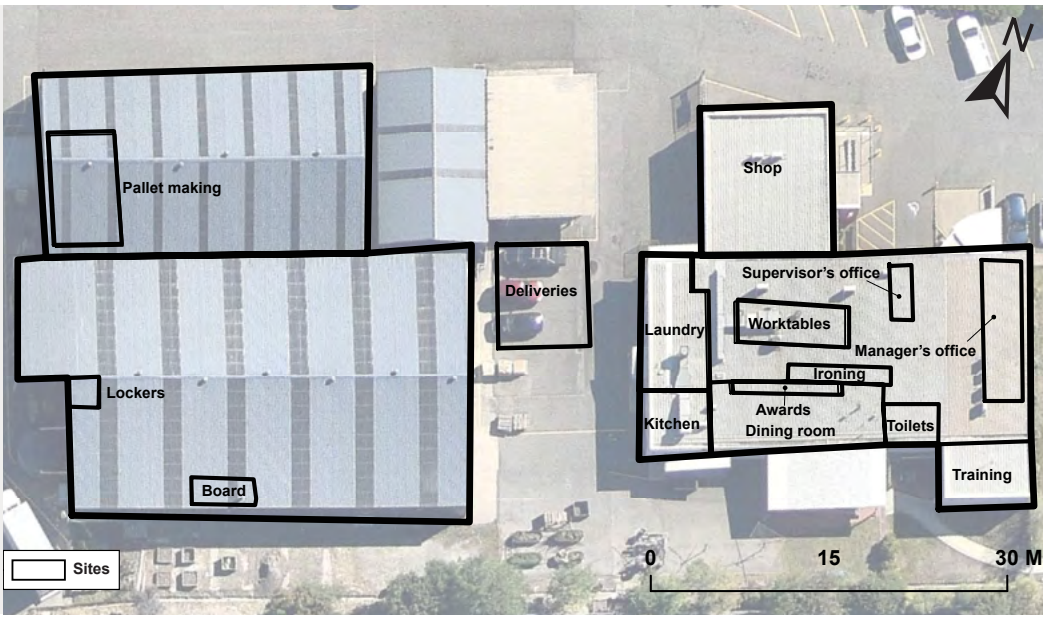
Therapy

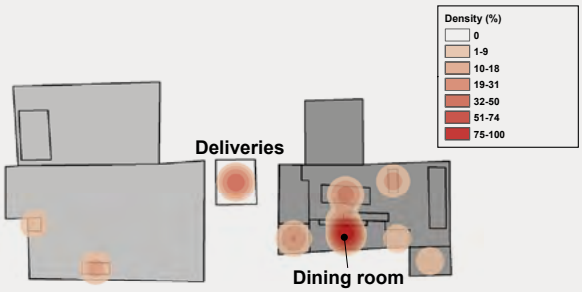
Therapy at Catering is mostly experienced in private spaces like the office and the boxes site, where employees have a chance for recovery.

SW

Case study: AssistAll

Aerial map of AssistAll showing sites





Capability

The highest mentions for capability were at the worktables in the workroom, the delivery site and the shop.

In the workroom, demanding work is undertaken in the middle of other worksites and is recognised by peer employees and staff.

At the shop, employees undertake a variety of tasks and interactions with customers which contribute to the realisation of capability.

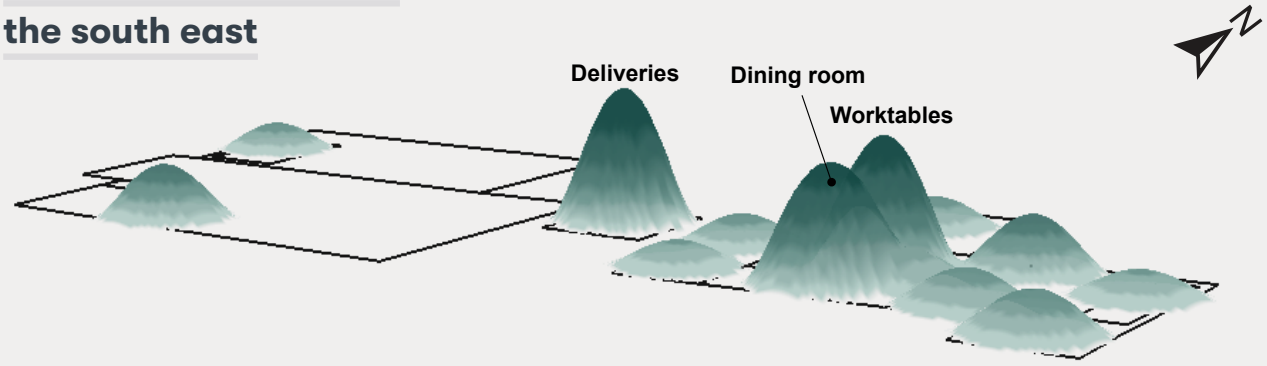
Integration

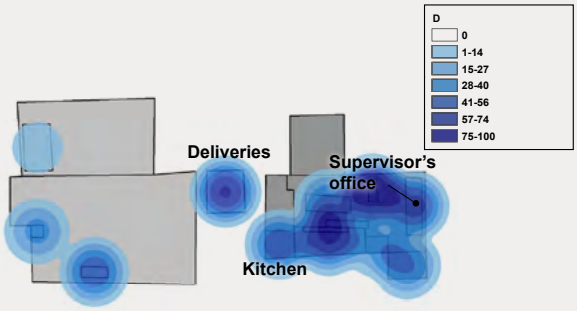
Locations with highest mentions are the dining area, the table in the workroom, and the delivery site.

In the workroom, interactions are work-focused and often feature problem-solving and inter-employee negotiations.

In the dining room, interactions are social, more informal and friendly.

Density of Wellbeing at Assist All viewed from the south east





Security

The supervisor's office, kitchen and delivery site have highest mentions.

In the supervisor's office, employees obtain formal and informal support for work and personal life while the kitchen is characterised by routines and is a space of emotional support.

Employees receive training and information in the room called 'Training' in the south-east corner of AssistAll. Here, employees learn from health promotion workers.

Therapy

The toilets emerged as a site of therapy. They were used by employees to be alone for a few minutes, when they need a place of calm.

SW

Case study: Community Centre

Map of Community Centre showing sites

The fourth case study differs from the others. It is a central hub (Community Centre) that undertakes a range of community activities, one of which is to facilitate micro social enterprises that work in three proximate suburbs, each with a small number of participants. We looked at the micro social enterprises: Op Shop; Veggie Box Scheme; and Cleaning Micro Social Enterprise. As the distinction between staff, employees and volunteers is blurred, we refer to all of those that benefit from being involved through providing their labour, as participants.

During the study period, Community Centre was undergoing a period of disruption as several of its operations (including the Op Shop) were being relocated. This limited the extent that we were able to interact with participants and the site. Due to these differences, reporting about this social enterprise is quite different to the others.

We explored how wellbeing realises through relationships between the community centre 'hub' and the micro social enterprises which operate in the community. The micro social enterprises operate across the community so there is less sense of their location at one bounded site – for example, the Op Shop (which formerly had one central location) was replaced with three small 'pop-up' Op Shops at different locations in the community; the cleaning enterprise moved around as houses were being cleaned; and the veggie box enterprise consisted of a central packing space, but then delivered around the community.

As we did not have data that specifically linked wellbeing realisation with certain locations/sites, we experimented with the idea of generating a 'conceptual map' to depict what was found.

The Community Centre is a supportive hub that encourages and supports social connection and capability-building, partly through supporting and facilitating the set of micro social enterprises. Each of the social enterprises is connected to the Community Centre and benefits are realised in and between the micro social enterprises. The central hub facilitates the micro social enterprises with infrastructure and support. In exchange, the participants of the social enterprises help to realise wellbeing for other community members engaged in the Community Centre. *Figure 4* illustrates these relationships.

Figure 4 Wellbeing realisation at the Community Centre

Op Shop

SW

Capability	Integration	Security	Therapy
	A theme that emerged from data about the Op Shop was 'community-making' and social connection for those working at and visiting, as well as for the wider community. At the time of data collection, the previous large, central Op Shop building had just closed and three 'pop-up' small Op Shops established at different community locations. This meant the participant volunteers had to move around. Losing their established Op Shop site meant a loss of sense of being connected to the Community Centre.	Losing their established Op Shop site meant a loss of sense of being connected to the Community Centre. Participants explained, quite emotionally, the implications of this change to them, and as they perceived it, to others in the community: the "Op Shop is more than a building" [Volunteer explains to Researcher (Observation Notes)] and pointing to the walls saying "yeah, this is part of what we are, you know" [Researcher Notes].	

Cleaning Enterprise

Capability	Integration	Security	Therapy
The narrative of the Cleaning Enterprise emphasises capability-building and to some extent social connection. Working together at the Cleaning Enterprise realises capability for the two women working there. However, the participants engage with other community members enabling them also to help others realise capability e.g. through facilitating craft groups. For the supervisor, her role emerged to meet her existing capabilities, and develop new ones in her role as a supervisor. The two women are mutually and reciprocally building their capability as they align to operate a micro social enterprise.			Working together enables the two participants social connection and capability, with discussion of therapeutic effects on their mental health.

Veggie Box Scheme

Capability	Integration	Security	Therapy
Over time, some participants develop the capability to transition from volunteer to paid staff member. Capability-building was also observed in involvement of people with a disability who work to compile the veggie boxes and distribute them.	The participant interviewed depicted a journey from a fairly introverted teenager to a confident manager of the Veggie Box Scheme. Significant junctures in his journey have been involvement with migrant communities, with politicians, community leaders and architects while rebuilding has happened at Community Centre, and with University staff around developing wholesome and nutritious veggie boxes for dispersal in the community.		

What do these maps tell us about wellbeing?

Capability

Areas with more variety and complexity of work tasks had higher mentions for capability. Variety of work tasks helps to facilitate people with diverse skillsets to work independently or together. For example, in the garden at the Farm, a range and 'progression' of work-tasks from directed basic (e.g. weeding) to complex autonomous (e.g. building paths or harvesting seeds from plants) contributes to the high number of mentions for capability.

At the AssistAll Op Shop employees navigate multiple tasks; they wash, dry and iron donated clothing, then arrange clothes for display and sale. Employees engage with customers, assisting with queries and selections and are responsible for much of the day to day operations. While they have limited interactions with peer employees here, they still are realising capability in areas where they interact with customers.

The size of a workspace is not necessarily associated with higher or less mentions of capability realisation. At the Farm, the size of the woodworking area, for example, is much smaller than the garden, but has the second highest number of mentions (n=15). In smaller areas with less variety of work available, mentions for capability can also be more numerous, based on a different means of realising capability. In these confined spaces, people can work to their own level and with minimal supervision. At the Farm, staff told us that employees feel valued in the blockroom – as here, discussing folding of items of laundry ('blueys'):

> What we might think is really boring, like, we do things for hospitals. They're called the blueys. You think that people would get really bored with it but no, they're [employees] really proud of the fact that they do that for the hospital and that's what they want to do.
> **(Farm Staff 5)**

Aligning people with the level of work they can cope with – and changing that over time – is significant for realising capability. At the Community Centre Cleaning enterprise, one of the participants was in a vulnerable situation when she started volunteering, but after a few months transitioned into paid employment:

> I think to start with it was just good to not be stuck at home all day, especially when there's only you. So, it gave me something to do.
> **(Community Centre Participants Cleaning)**

> There are times when she just doesn't cope very well. She does have anxiety and she's very down on herself a lot too. She just wouldn't work without me. I always ask her how she's going. She's always willing to talk to me which is lovely. She's a different girl. She's a lot happier and a lot more relaxed. Not so stressful. I find that the job helps Lexie tremendously in regards to her mental health. I find that for myself as well it does, I'm not at home all the time.
> **(Community Centre Participants Cleaning)**

Trust and confidence are also important for developing capability. At Catering, the kitchen space is designed so that staff can monitor newer or less capable employees easily, but also includes space for more advanced tasks:

> Facilitator: And now you're the – what is it, sandwich queen?
>
> Interviewee: Sandwich queen.
>
> Facilitator: Do you train other people up on them [making sandwiches]?
>
> Interviewee: I have trained a couple of people but they've all left.
>
> Facilitator: How do you feel when you get asked to train people up?
>
> Interviewee: That they believe in me that I can do it. I'm the boss...
> **(Catering Employee 4)**

At the Farm, mentions for capability were relatively high in the car wash. Washing cars is a task that requires performance being assessed by external client organisations; if unsatisfactory, a vehicle will be returned for re-cleaning. Driving cars (i.e. picking them up or returning them to client organisations in the community) is recognised as a highly responsible task, allocated to those that are trusted and skilled. Being selected, by staff, to undertake this highly responsible work provides employees with a feeling that the staff trust and value them:

> I feel useful because they know that they can send me off doing cars without a supervisor to come with us.
> **(Farm Employee 3)**

At AssistAll, high mentions of capability occurred at the communal worktables in the workroom. Here employees work with intricate items affixing labels onto small objects, or folding mail-outs for customers. This demanding work takes place in the middle of other various work sites, which is, in part, why recognition of their skills from co-employees, staff and others enables the realisation of capability.

The importance of recognition of capability by others is similar to the off-site experiences of employees at Catering and AssistAll. Employees delivering the food must have a professional approach when engaging with customers as they represent the business in the community. This includes being friendly and delivering the goods on time. Being selected to participate in deliveries away from the social enterprise site gives employees the sense that they are trustworthy and capable, which is important to employees realising capability.

Integration

As with capability, the size of the space seems to influence integration. At the Farm, the garden has the highest number of opportunities for people with diverse skill sets work together, helping to realise connection and learning from each other:

> I find it a very interesting place to work but even just the interaction and stuff from the volunteers and like the retired people and they mentor some of the supported employees. It's a good community type feel I think, specifically with the garden.
> **(Farm Staff 2)**

Employees are sometimes 'strategically' paired-up or grouped, by staff, so that they undertake tasks together in the garden. This can involve working in the north-west part of the garden for a few days, then moving south towards the part of the garden near the shade house to work on a new task and back again, where partners can visualise the change in the garden in response to their teamwork and collective accomplishment. These types of collective activities help to develop new relationships between employees at the Farm. It also provides opportunities to share their work with visitors including school students, volunteers and the public.

Similarly, at AssistAll, the communal worktables in the workroom enable employees to chat while working. These interactions are noticeably different from other interactions on the site because they are often work-focused and about negotiating responsibilities, giving assistance and problem solving, instead of more informal friendly conversations.

The use of the space impacts upon the ability for employees to integrate. For example, at the Farm, although the carwash is large, it is also noisy. As a result, the lunchroom, although smaller, has more space for private conversations. It offers an important and different type of place for integration between employees that the garden and car wash cannot offer.

Employees also recognised that integration doesn't have to be verbal. At the Farm, employees in the blockroom often glance and smile at each other while are working independently, but collectively listening to the same radio program. Similarly, in the kitchen at Catering, employees work in close proximity and need to develop effective verbal and non-verbal cues to work well in the small space.

Informal integration is as important as work-focused integration. At Catering, informal integration occurs particularly in the admin area, which has a couch and reception desk. The routine of chatting in this area allows staff and employees to build rapport, away from the time-sensitive tasks in the kitchen. At AssistAll, employees meet at the dining area before they begin work or for lunch, interacting freely in this non-workspace.

> Yeah, you saw ...yesterday everybody was happy and talking about stuff and everybody's talking to each other and asking questions and asking people how their day is going so far.
> **(SelfHelp Employee 1)**

Integration often occurs off-site, and is not captured in the GIS mapping. At Catering, much of the integration occurs directly with the community through the work that employees undertake. Delivering food to customers in the community places employees directly in contact with multiple diverse people, providing interactions with new people that employees may not otherwise have access to. This opportunity to get out into the community and perform 'normal work' and interacting with customers is appreciated by employees.

> I think they're [employees] excited. They are always so excited to come for a drive. Always. You never have to ask twice. Sometimes they'll put their hand up to come for a drive and they're like, can we go? They're always just excited. No-one ever seems nervous. It's good. They get to come outside in the fresh air and speak to the customers and look at where we go and they all love it. They really do.
> **(Catering Staff 3)**

A similar experience was felt by the participant at the Community Centre Veggie box:

> Facilitator: Would you have ever imagined yourself in the past working with university people?
>
> Participant: Probably not alongside university people, no. [...] But it's been good and Sandy's very knowledgeable, it's just been another one of those connections where you learn a lot... I was dealing with contractors, the architect and things like that to help with the move at the time we got the keys. All the other key staff were off at a conference so I was the point of contact for architects, the contractors. So, the effect that had on me was again another learning experience.
> **(Community Centre Participant Veggie Box)**

At the Community Centre Op Shop, the space enables community-making. The Op Shop is an easily accessible space because its apparent purpose, providing affordable clothing to (disadvantaged) customers, encourages community members to access the site. People visit the shop even though they might not be looking for clothing, but rather for 'connection':

> Not everybody who comes in comes to buy something. They'll come in and have a talk. They'll still have a look, but they'll have a talk.
> **(Community Centre Participants Op Shop)**

The Op Shop participants convey a sense of/place of, community for those visiting. Some of their key practices and performances are chatting and offering a cup of tea or coffee. The Op Shop and its participants have key relationships with staff of the Community Centre. Through this relationship, ideas of care and connection extend into the wider community:

> I went down to the [Community Centre] the other day and there was this girl just sitting there. I didn't know her from a bar of soap and she looked like she was troubled. I said, I'm here to talk to you if you want me to. So, then she talked to me for ages...
> **(Community Centre Participants Op Shop)**

The sense of community developed at the social enterprises extends beyond their physical location. For example, employees and staff members at the Farm mentioned they socialise together in groups, such as going to dinner or the movies, ten-pin bowling and other sport groups. At the Community Centre Cleaning enterprise, the two participants helped to establish a community crafting and support group:

> It's a social group and we'll do lunches, or if there's craft. They like to go to bingo, and they also start doing some fundraisers…just things like that…just everybody's socialising because some of them are older, and some of them they don't have children.
>
> Ladies, yeah. Some of them, I think just need to get out of the house…And then there are some that just need a bit of social interaction.
> **(Community Centre Participants Cleaning)**

At the Community Centre, the central Op Shop building had recently closed and they had established 'pop-up' shops instead, meaning participants had to move. Participants explained, quite emotionally, the implications of this change to them, and as they perceived it, to others in the community: the "Op Shop is more than a building".

Security

At the social enterprises, employees felt secure in many of the spaces:

> It's hard to say, because we work in a lot of different areas. Like every other day or every week. Sometimes we get shifted. Sometimes we're on the same job for a long time. Pretty much wherever we go is where we feel comfortable… Sometimes we go into the Blockroom. We do sometimes staple or stack some blocks and all that. So, we mostly, in a way, me and him just want to feel comfortable when we're working together.
> **(2nd Focus Group Farm Employee)**

Whether outside in a large space or inside a small building, predictable routine tasks appear to make employees feel secure and confident completing their work, without supervision or help. At Catering, security is realised through supervision, support and encouragement from staff and predictable routines in the kitchen. The kitchen can be a stressful place of deadlines and expectations. During these stressful periods, employees draw on support and encouragement from staff. Knowing that this support is available, when needed, enables employees' security.

At the Community Centre Op Shop, routine linked to the sense of place was tied to the security and wellbeing of the community. The change of site concerned some Op Shop participants in relation to their long-term customers, some of whom are vulnerable and with whom they have forged social bonds:

> Carol tells me that she and Damien have formed a bond, and she looked forward to him popping in. Damien had been struggling to find employment – mainly Carol says because of his low literacy – and she had decided to encourage him to access the Community Centre Social Enterprise literacy program. Carol is clearly worried that the Op Shop moving and/or not being relocated will have an impact on people like Damien…
> **(Researcher Notes)**

A different kind of security was provided in spaces like the supervisor's office at the Farm or the office at Catering. Here, employees know that they can go for support when they need help or a trusted advocate. Having this supportive space at the Farm extends feelings of security beyond work environments, helping employees to feel secure discussing personal issues. At Catering, the office contrasts with the relatively stressful environment of the kitchen and has designated support staff.

A further kind of security comes in intimate spaces where discussions can appear incidental. While standing in the kitchen at AssistAll, employees share information and gain support from staff and other employees. Security here could also be related to the intimate nature of the kitchen where only one or two employees work together with staff:

> They (employees) just want someone to talk to, so they usually just talk to me while we're preparing the food and whatever we're doing.
> **(AssistAll Staff 4 Int2)**

Therapy

Outdoor space was highly valued for its role in realising therapy. Space outdoors is peaceful.

At the Farm, the veranda provided a sense of therapy, typically for older men who work in the garden and have their tea breaks. The experience of social connection during these breaks was associated with therapy for them.

In other sites, therapy came from designated 'time out' spaces. For example, at Catering, therapy was most experienced in the office and box room. The Box room in particular is a small, contained space in the furthest East part of the building more than 20 m away from the busy kitchen. Employees use this site for 'time-out':

> [...] this is so quiet. If there's stress in there [Kitchen] I come down here and it's like – it's ... breathe. You can breathe.
> **(Catering Employee 2)**

To our initial surprise, at AssistAll, the toilets emerged as a site of therapy, for the same reasons. They were used by employees to be alone for a few minutes, when they need a place of calm. In the toilet cubicle, employees can be completely away from staff and other employees:

> Sometimes they'll go into the toilet, into the bathroom, and stay in there when they get upset.
> **(SelfHelp Staff 4 Int2)**

Summary of wellbeing in social enterprises

The elements that contribute to these aspects of wellbeing are shown below, alongside the spaces in which they were observed at our case studies.

Capability	Integration	Security	Therapy
• Availability of multiple different work-tasks • Availability of a 'progression' of tasks, from simple to more complex • Repetitive tasks which ensures that a broad range of people can work to their own capacity. • Availability of more/less skilled fine and creative tasks • A supported environment where people can try new tasks • Opportunities to be 'seen to be' – i.e. gaining formal and informal internal (to social enterprise) and valuing • Being (seen to be) given responsibility • Planning, goal-setting and checking-off as goals are achieved • Opportunities to work autonomously, but where staff can step into support, if necessary • Narratives of 'you can do it'	• Spaces for people from different backgrounds to socialise and inter-mingle • Problem-solving and team-working activities • Traditional social spaces • Opportunities to meet new people through encounters of going out into community on work-tasks • Tasks and sites set-up to encourage connection	• A supportive/ protective and stable, predictable work environment • Support and advocacy available from staff for work and life issues, when needed (i.e. employees know this can be drawn on 24/7) • Availability of repetitive, routine tasks, for when needed • Security through social connections to other employees, members of the community and interpersonal relationships with staff • Support through staff members that regularly check-in with employees (employees do not need to ask for help)	• 'Biophilia' – relaxing, green and nature effects • Places to be alone and recover • Places to 'be alone, but with others' (i.e. working on tasks that require concentration, but being together) • Places to get support or help with mental or physical health problems • Opportunities for fun, laughter and banter
Farm (garden, carwash, woodwork, blockroom)	**Farm** (garden, carwash, lunch site, blockroom)	**Farm** (garden, blockroom, supervisor's office)	**Farm** (garden, supervisor's office, carwash)
Catering (kitchen, sandwich site, delivery site)	**Catering** (delivery site, kitchen)	**Catering** (kitchen, office)	**Catering** (office, box site)
AssistAll (worktables, delivery site, shop)	**AssistAll** (dining, delivery site)	**AssistAll** (delivery site, kitchen, manager's office)	**AssistAll** (toilets)

Community capacity and social capital

In this section, we focus on how social enterprises interact with their communities to realise benefits for individual employees and the cities and communities in which they are located.

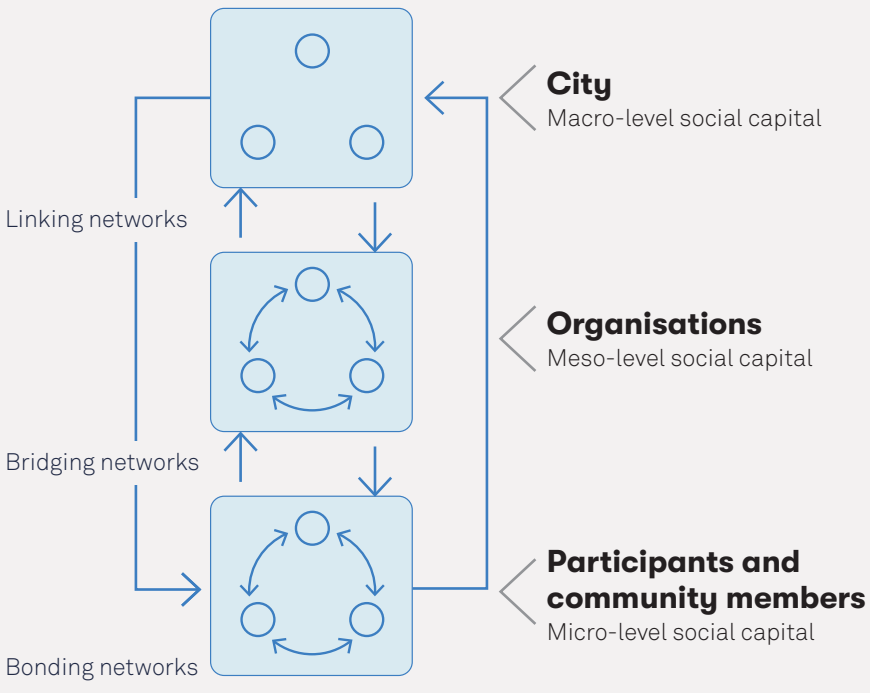
This section draws on social capital theory. As explained in section 1, social capital operates at three levels: community members (micro), the social and economic 'engine' (meso), and the city (macro).

In the case of our social enterprises, the participants and community members make up the 'micro' layer, organisations (including social enterprises) make up the 'meso' layer, and the regional city (with its institutions of governance such as local government) represents the 'macro' layer. These are connected by different types of networks: bonding, bridging and linking (also explained in section 1). *Figure* 5 shows these relationships in the context of our research. All case study social enterprises demonstrated interactions at these levels and through these networks.

Applying the social capital lens, social enterprises are places where employees, staff and volunteers can build social networks and develop confidence and personal skills that enable social capital. Social enterprises provide networking opportunities for people with a disability, people with mental ill-health, and others with relatively low job skills, experience and self-confidence. Social capital networks are often otherwise limited for these groups.

In our research, we found that social enterprises in both cities interacted with diverse community organisations at all levels, including as partners (e.g. with local government, business groups) and with the organisations as clients of the social enterprise (e.g. real estate agencies, churches, state government departments). For example, at the Farm, staff referenced interactions with customers that contracted for goods and services including commercial businesses, government agencies, schools, a farmers' market, a training organisation and restaurants. For employees, involvement in these opportunities gave them social network interactions which could increase their self-confidence, skills, employment and social inclusion.

Figure 5 Social capital at work in regional cities



Social enterprises have an excellent understanding of their regional cities, developed through bridging networks with other city organisations and linking networks extending outside the cities to state and federal governments and universities. For example, staff and employees of social enterprises work within the community, connecting themselves and the social enterprises, to other business or community groups. They use this knowledge to provide opportunities for employees. They design and produce niche products and services, tailored to the needs of their city, and which can be produced and delivered by their employees. These products and services expand the range available to city residents and business, providing social and economic outcomes.

Social enterprises also use their bridging and linking networks to grow the capacity of their communities. Their leaders have excellent internal networks that are complemented by external linking networks. These are used to access funding and other resources. Bridging networks that connect social enterprises and other city entities are key to social capital resource mobilisation.

Bonding networks

Bonding networks often led to employee benefits, including trust between employees, staff and others in the community. For example, social enterprises worked with businesses to provide work integrated learning opportunities in an environment where employees felt secure:

> They feel safe here. They've got the trust, they know people... we've got a group of kids that are going each week to a supermarket. They're working together, they're doing stuff that everyone else does in the supermarket.
> **(City 1 Community Informant 5)**

To illustrate these networks, we mapped some of these relationships. For example, *Figure 6* shows the bonding networks between the Farm and other community organisations. Through this, we can see the distance and the strength of the networks that social enterprises are part of.

Figure 6 Bonding networks between the Farm and other community organisations. The lines represent where the bonding networks with Farm are in the wider community and the thicker the lines are, the more mentions of bonding network were made.

Bridging networks

Social enterprises enable organisational-level interactions, which community members suggested exposed the community to diversity and helped to foster norms of social inclusion. For example, a local restaurant owner appreciated the superior quality of Farm's products, niche items not otherwise available, and also identified the social inclusion benefits of buying from the social enterprise.

> We get an extra couple of days of freshness out of their product than what we would from buying from the market... [They] hand it all over and anyone standing there would go, where are they from? Who are they? So, it's a little bit of an awareness being raised in the community.
> **(City 1 Community Informant 6)**

Figure 7 Bridging networks between AssistAll and other community organisations. Similar to *figure 6*, the lines represent where the bridging networks with AssistAll are in the wider community and the thicker the lines are, the more mentions of bridging network were made.

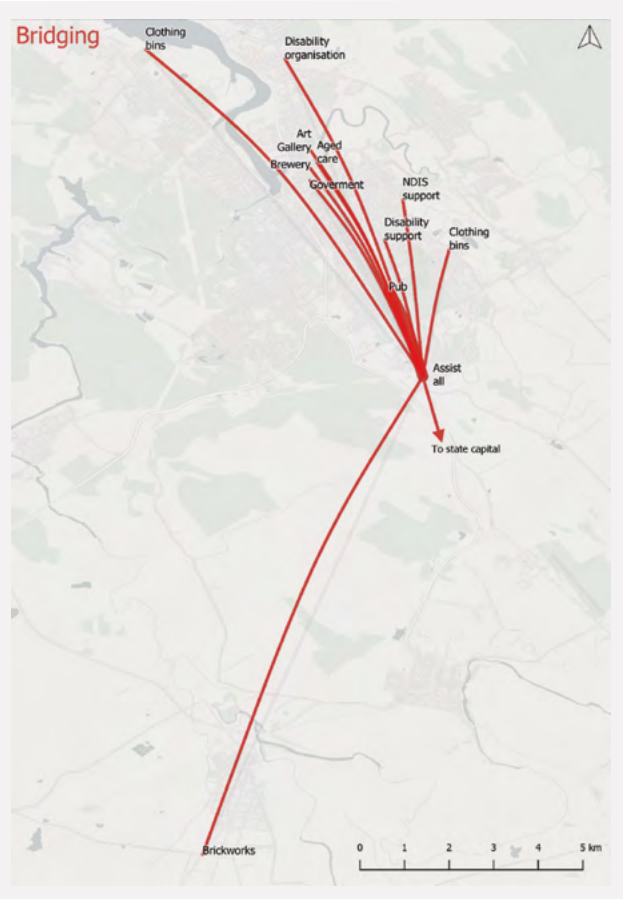


Figure 7 demonstrates the organisational-level interactions between AssistAll and other organisations in its community. This helps to demonstrate that the organisation has links with organisations at diverse distances, including very nearby, regional organisations, and intra-state connections.

The diversity of types of bridging networks is apparent in activities of the social enterprises. The Community Centre manager was typical of social enterprise senior staff in explaining that interactions with multiple other organisations was integral to her role. She held relationships with local government, the local university, real estate agents and housing agencies, a refugee community organisation, media organisations and other social enterprises.

Social enterprises described actively reaching out to potential client organisations, most of which were willing to engage. While most organisational-level interactions were initiated by the social enterprises, many were initiated by other organisations, particularly through transactions as customers. For many of these external organisations, they were motivated by social responsibility, but then found that the products and services exceeded their expectations or were better suited to their needs than for-profit commercial alternatives:

> The level of customer service from Farm is exceptional. It's not only on par with a normal, for-profit catering company, I think sometimes they exceed the customer experience... sometimes you do make an assumption that if you choose a social enterprise you're going to be working through... things, that if you just go with a for-profit you won't have to worry about. But in our experience, not at all.
> **(City 1 Community Informant 3)**

Partly this was because social enterprises had awareness of their local context and could flexibly work with their community to produce outcomes that better aligned with their needs. AssistAll was commissioned to produce outdoor tables for an annual large-scale public event. The tables were co-designed by the event committee and AssistAll to meet the needs of the event and the site layout. In another example, a government entity employed Farm to undertake time-sensitive burn off notification letterbox drops in a targeted area, a service that could not be purchased through Australia Post.

Linking networks

Linking networks connect social enterprises to their regional community, within and outside their city. Social enterprises were connected to their local governments, with mutually beneficial relationships and transactions.

Staff described securing assistance from federal and state politicians and agencies, and universities, based outside their cities. Social enterprises were also active members of city business organisations (including chambers of commerce) that were useful in linking network partners across both cities. These organisations also acted as brokers, operationalising bridging networks between social enterprises and other city entities.

In both cities, networks overlapped. Some people in business or civic leadership roles were also involved in social enterprise governance roles, while social enterprise leaders had additional roles on city business or civic organisation committees. This is consistent with investment in social capital development. The social enterprise staff and others in community leadership roles explained their use of internal and external linking networks to advocate for social enterprises at city, state and national level.

Linking networks allow social enterprises to bring additional, external resources into their community. In City 2, linking networks between social enterprises, other entities and politicians secured a substantial funding commitment for a business opportunity in the region. A business organisation leader indicated that having the social enterprise as the central entity in the proposal was significant to secure the deal:

> The [business organisation] role provided some tremendous opportunity to get better access [to politicians] ...The opportunity then to exploit those networks for good...So I could sit here and just [run a business] or I could go and help a social enterprise I'm deeply concerned for... I'm keen to ensure that the organisations that I support get the prominence that I can deliver through creating a network of relationships that I can use to support that organisation.
> **(City 1 Community Informant 4)**

Community organisations linked with social enterprises demonstrated a willingness to think beyond a business profit motive and consider the common good of the city. In the example above, the social capital generated through combined internal and external networks facilitated innovation.

Summary of community capacity and social capital

Social enterprises effectively generate 'spaces of connection' for communities. Many provide or activate spaces and places where products and services are exchanged and delivered. Some bring people together from diverse backgrounds across the community. All are places where social enterprise employees are represented as capable, rather than as disadvantaged, promoting a shared community norm of social inclusion

Being locally embedded through bridging networks that include businesses and other community organisations assists social enterprises to identify and produce products and services that fill a niche in regional city economies, such as providing fresh herbs and vegetables, and co-designed tailored products, delivering community benefits while providing employees with opportunities that can generate social benefits. Their bridging and linking networks bring organisations together to work on common problems and take advantage of opportunities for common good of the community.

Holistic wellbeing (applying diverse economies theory)

In this section we look at the contribution of social enterprises to individual and community wellbeing, drawing on diverse economies theory. We try to understand the extent to which social enterprises help communities to realise the wellbeing needed to 'survive well' together. Section 1 discusses the types of wellbeing that contribute to community 'survival'.

Material wellbeing

Social enterprises help their employees and participants to develop the resources to meet their basic needs. For example, at the Farm, one employee discussed how the social enterprise helped to provide her with a pathway to paid employment from voluntary work. Her work at the Farm allowed her capacities to be recognised and rewarded in a way that the open job market had failed to do

> I did a lot of volunteering work, study, I looked for work that wasn't there. I was in a field of not disabled enough but not able enough either…I was still volunteering here, and when that fell through they said, you're no longer a volunteer, we're going to pay you for what you do now. Then they added the cleaning jobs on top of that.
> **(Farm Employee 1)**

These benefits are more than monetary, equipping employees with other skills such as how to cook or being able to read with their children.

However, there are tensions between the enterprise as a care provider and a commercial entity. Often the security provided by the social enterprise, and the lack of other opportunities provided in their community, makes it hard for participants to leave:

> They don't want to leave here once they're sort of here…There's not that many that have moved into other employment. I don't think there is that much around City 1 for it.
> (**Catering Staff 2)**

A challenge to material wellbeing is the low wages that employees receive. A not-for-profit partner organisation at AssistAll pointed out that the business side of the enterprise only works because participants (staff, employees, volunteers) are willing to work for the 'feel good' factor: "people do this because they love to do it". (City 2 Community Informant 4)

Staff and employees rely on the social enterprises to pay their wages. Social enterprises do this as part of a business model that must remain financially viable. Regarding the WISEs in our study, this was while providing government subsidised employment to those who would otherwise be unlikely to find work. Social enterprises often struggle to juggle their different roles as a 'valid business' and a provider of 'social good'.

Occupational wellbeing

For most respondents, their social enterprise work was a source of pleasure and fulfilment, although often for different reasons.

For employees, part of this appears to be about the satisfaction of having an occupation. For Liam, the motivation to look for a job was about "just get[ting] out of the house for a while" (Catering Employee 1). For others, the joys of work were about engaging in new challenges and learning new skills, such as cooking, or working in animal care.

Having an occupation also creates a demarcation of time. For some, the routinised nature of work was positive. For others, time meant pressure to perform tasks:

> I like the garden, but I don't like doing the restaurant orders. I find that a bit stressful.
> **(Farm Employee 4)**

To create a suitable workplace, staff utilise the resources at hand, changing rosters, creating supportive spaces, or allowing people to move between different branches of the enterprise (from gardening work to car washing for example), in response to individual needs. Employees were still encouraged to face the aspects of the workplace which they found challenging.

We also observed staff wellbeing. Social enterprise work offered the opportunity for work with meaning, variety, and a rewarding space for social connection. A sense of enjoyment in the workplace was powerful. A norm of practicing care for each other benefitted staff as well as employees.

Social wellbeing

For employees, the workplace is a place to build social networks and connect with others. Several staff and employee interviewees recognised this as one of the biggest benefits of involvement with the enterprise. A staff member at Catering reflected on changes in a particular employee through social interaction:

> She's very softly spoken and very shy. The first time she came in the car she didn't say anything to me at all. Then as it's gone on she will even initiate conversations with me so telling me about things she does in her personal life. She might do activities. I've seen that, just their social interaction grow. They can speak to the customers now. **(Catering Staff 3)**

The social nature of the workplace was not just confined to work hours. Employees often meet after work for social activities, like netball and cricket, or going for dinner or to the movies.

However, as above, the social wellbeing outcomes were often in tension with the commercial imperative.

> Look, at the end of the day, we're all about providing employment, but at the same time we're about trying to generate money to keep the company and that going. I'd love to see – put the guys on the bus and take them fishing for a day or take them to a local game of football or just something like that, because it's rewarding and a lot of them don't get an opportunity to do that. (**AssistAll Staff 4)**

These restrictions are, in part, determined by the funding schemes for the social enterprises. Their freedom to provide care is limited because their funding model is dependent on financial turnover from trade, and from the funding brought in by employees through the National Disability Insurance Scheme.

> Funding is now typically on a fee-for-service or on an item-based – for example, in healthcare, unless you've got an MBS provider number and an item number, you are restricted to providing particular services that are chargeable. There's less funding for a service based upon block funding, or to do a range of social goods which are not chargeable by an item. I think that's a real risk going forward.
> **(City 2 Community Interview 2)**

Social enterprises exemplify how the workplace may be a site of tension between business imperatives and creating conditions for social benefits to emerge.

Community wellbeing

Insights from this study show how the social enterprises support community building. This aligns with the objectives of the National Disability Insurance Scheme to increase community participation through education, employment, volunteering and community activities.

They provide useful services for the wider community, and provide a space that enables community through encounters and connections between staff, employees, and community members. For example, alongside the networks formed through employees engaging in sporting and social events outside of work, Farm also actively works to bring the community 'in' through volunteers (often retirees) who help in the garden.

> Social interaction I think is a big one, especially for the volunteers. They're all retirees a lot of them so you could sit at home day in day out and not see a soul really if you wanted to. But they come down, even if it's only for half an hour, an hour, you get to have a cuppa and a chat and then they go home and they're as happy as mud. Even the supported workers [employees] I think for them it's a big thing too.
> **(Farm Staff 3)**

Wellbeing spreads out into the community through the services offered. For example, through the nutritious take-home meals prepared at Catering, the fresh fruit and vegetable boxes provided through (AssistAll) or offering garden maintenance services for isolated clients by the Community Centre:

> Some of, especially the older people we used to go to, they mightn't see anybody. They were so happy to see someone come around just to sit and yak to for half an hour.
> **(Community Centre Participant 4)**

The practice of care provided within the social enterprise working is also distributed across the community through client and network relationships:

> A few people have said, 'Why do we use them?' and we go, 'Well it's an opportunity for the people of [City 1] to be involved in something that is employing people that otherwise may not be able to get employment'. So, I think that's really important.
> **(City 1 Community Informant 8)**

Physical wellbeing

The social enterprises created good health and a safe living environment. In all the organisations there was a focus not just on workplace skills, but also on life skills. For instance, at AssistAll, conversations were instigated to support physical wellbeing around topics such as family planning, mental health, and personal hygiene.

> The employees have varying, like any human being, complex personal lives and complex health issues... so there have been times an employee's health and wellbeing is not well. That means doing things like making sure that they're okay in the bathroom... A whole bunch of personal care stuff around that. Supporting them to make life, hopefully wise life choices, without being intrusive.
> **(AssistAll Staff 2)**

Fulfilling these needs was taken on as part of the organisation's responsibilities. The social enterprises acknowledge that these life skills impact on people's working lives.

Simultaneously, the social enterprises are deliberately engaging employees in learning new habits of good health within the workplace, such as doing exercise, eating fresh produce and cutting down on fast foods.

> Certain foods he'd never tried...A lot of the clients we used to go to they had fruit trees and stuff and they'd say if you want an apple, there's apples on the tree. Grab an apple. Everybody eating oranges and strawberries and stuff he'd never eaten before. He used to have pizza.
> **(Community Centre Participant 4)**

> We try to teach them to cook healthier at home, or not have takeaway, or they're saying about they eat Maccas and things like that. You don't eat that stuff, you know. How it benefits them.
> **(Catering Staff 5)**

Psychological and spiritual wellbeing

For some participants, working at the social enterprises allowed an opportunity for therapy of the kind that enabled a different sense of themselves and the world they are living in:

> It is good for your heart. It's good for all of you. Makes you think. You get home and you think geez that was a good day. That's how it's been because of it.
> **(Community Centre Op Shop Participants)**

The ways that the work and workplaces enable this are multiple and varied, depending on the individual employees. For some, basic repetitive tasks hold a meditative aspect. Peeling potatoes, for example, is a favourite task for many at Catering, while at Farm folding paper bedding for the hospital or shredding paper served a similar purpose:

> You think that people would get really bored with it [folding blueys] but no, they're really proud of the fact that they do that for the hospital and that's what they want to do**.**
> **(Farm Staff 5)**

Not only is the experience acting as therapy for employees, but that therapeutic dynamic has an impact on the world of which they are a part. One example is at the Garden at Farm where employees find spaces of calm and happiness in relation to cultivating and harvesting:

> How do you feel when you see something that you put in as a seed, and it's grown, and people pick it? Do you feel anything?
> **(Researcher)**
>
> Michael: Yeah, I feel happy. [...] Yeah. Because I know like I've done that. Yeah. **(Farm Employee 2)**

The wellbeing that comes in relation to the Garden happens in and as people work with the soil, the seeds and the plant, and work to grow the garden and harvest the produce:

> In my head, it was, like, the garden would be there, and that garden would provide the therapy. But, no, the therapy is creating the garden.
> **(Farm Staff 1)**

These insights demonstrate how psychological wellbeing can be derived from the relationships between the people, places and activities that underpin social enterprises in diverse and often unexpected ways.

Summary of holistic wellbeing

Type of wellbeing	Examples from the study
Material: having resources to meet basic needs & being satisfied with these	*Resources*: Provides income where alternative jobs are hard-to-find; provides skills such as learning to cook. *Tensions:* Difficult to transition to mainstream jobs; jobs on offer have low wages; staff roles can extend beyond work time.
Occupational: a sense of enjoyment in what we do each day	*Resources:* the work is generally a source of pleasure and fulfilment; it has meaning; demarcates time giving sense of routine; practice of care is the norm. *Tensions:* performing to deadlines.
Social: having close personal relationships and a supportive social network	*Resources:* expansion of social connections *Tensions:* Commercial imperatives of funding model can constrain time for connection; lack of ways to measure benefits of sociality.
Community: involvement in community activities	*Resources:* provide essential services for the wider community; facilitates encounters between diverse people; spreads wellbeing through products/services delivered which may have inherent benefits (healthy food, veggie boxes)
Physical: good health and a safe living environment	*Resources:* employees learn skills for healthy lives; acknowledge these are significant to work as well as home, life; benefits to workplace and society, as well as individuals.
Psychological and Spiritual: sense of self and place in the world	*Resources:* meditative value of simple repetitive tasks; calmness in garden work

Section 3

Section 3 – Putting it into practice

Drawing on the findings above, we now present a preliminary set of tools that can be applied for social enterprise practitioners to reflect on their own social enterprises and what they do.

See the following pages.

Tool 1 – Aspects of wellbeing checklist

Developing the tool

In this research, we showed that aspects of wellbeing are consistently realised through some of the assembled elements, as below:

- **Capability** realises through elements in the workplace such as: personal development plans, availability of tasks with different complexity, being seen to be able to do tasks, progression through tasks, and repeated stories of progression.
- **Integration** realises through elements in the workplace such as: problem-solving or team tasks, strategic pairings of people to work with each other, enabling encounters in the community with diverse people on product deliveries.
- **Security** realises through elements in the workplace such as: 'round-the-clock' support for employees, from staff, narratives supporting self-confidence and trying out new tasks, enabling physical safety, regular work routines, establishment of relationships that give a sense of belonging.
- **Therapy** realises through elements in the workplace such as: availability of green-spaces, joy and laughter, places to be alone and recover, providing a 'space' of hope, positivity and connection, developing a sense of a useful role, for the employees, in/for, community.

We used these to develop a checklist to understand whether these aspects of wellbeing are being realised, based on the elements of wellbeing identified across the case study social enterprises.

How might you use this tool?

This tool might be useful for social enterprise managers and supervisory staff to look across their workplaces and work to understand if they have maximised opportunities to develop as spaces of wellbeing that help to realise benefits for employees.

For example, asking – to what extent do we help to realise integration by incorporating group problem-solving and team-work activities?

This could be done in-depth, using the methodology used in the study reported here (found in Appendix) or could be undertaken as a reflective exercise involving the staff team or as a co-evaluation exercise involving staff and employees.

Tool 1 – Aspects of wellbeing checklist

	Capability	Integration	Security	Therapy
Practices Things that are done	• Formal personal/ skills development planning, goal-setting, checking-off & visibly acknowledging achievements. • Triaging/ trying out people with tasks to find aptitudes. • Moving/ progressing people through tasks. • Allowing people to move in and out of routine/ complex tasks. • Enable people to work to their own capacity	• Opportunities for problem-solving, team-working or negotiation tasks • Opportunities for employees to interact outside social enterprises, in the community (thus facilitating 'mutual encounters'). • Pairing people up in mentor/learner or mutually learning partnerships • People are able to social and intermingle • Strategic deployment of the numbers of people in a space working together or next to each other	• Mix of routine and change in work tasks • Setting expectations for what is to be achieved for the day • Regularly checking in with employees	• Simple repetitive tasks • Giving employees space if needed • Create opportunities for laughter and conversation • Opportunity to be amongst other people without pressure to interact
People Their style, their interactions, people-related practices & culture	• Peer to Peer teaching and learning • Staff that can encourage skill building • Mentors	• People who have diverse experiences and capabilities • People who are willing to work as part of a team	• Staff availability to assist employees in the workplace • Staff available and with skills to address life issues	• Availability of staff to help work through challenges and ill-health.
Physicality Physical locations and objects	• Variety of practical and creative tools that facilitate existing skills • Variety of complex tools that encourage learning and skill building • different micro-workspaces associated with increasing complexity of tasks	• Communal workspaces – such as a table to work around • Co-location of different activities • Spaces that allow for interaction while working	• Physically or/and emotional safe space away from threats in the community • A physically safe workplace following OH&S guidelines • A space with an open-door policy • Stable, familiar and continual spaces	• Small peaceful spaces to be alone • Spaces for 'recovery' • Green/ eco spaces • Radio/Music
Narratives What is said and stories	• Narratives of achievement and progression • Communicating that valued that individuals work to their own capacity (whilst encouraging them to build new capacities) • Encouraging 'trying' and acknowledging that failing is okay and part of the learning process	• Talking about inclusion and acceptance e.g. discussions of gender roles, different cultural backgrounds and life experiences as well as • Talking about importance of working well together and respectful relationships	• Narratives of 'you can do it', 'you should give it a go', 'you can do it if you try' • Communicating that 'we are here for you' • Building an understanding that individuals belong and are valued in the workplace • Narrative of 'we are all different and we are all valuable in our difference'	• Create an understanding that all physical and mental needs are accommodated and supported. • Communicating that mental health is an important aspect of wellbeing in the workplace

Tool 2 – Wellbeing spaces checklist

Developing the tool

Tool 2 draws on a typology of spaces based on our findings. This highlights the idea that there may be different kinds of sites, locations, spaces or rooms, in social enterprises, that could be helpful in realising wellbeing. These types of rooms/spaces emerged as significant to employees, from study findings.

How might you use this tool?

This tool can help to reflect on spaces that already exist, to design for wellbeing and to understand the function that different types or rooms and spaces might have, in relation to wellbeing realisation in social enterprises.

As with Tool 1, could be undertaken as a reflective exercise involving the staff team or as a co-evaluation exercise involving staff and employees.

Tool 2 – Checklist for types of spaces

Spaces of repetitive tasks

Repetitive tasks are tasks that employees are familiar with, which they can do on their own and do not regularly need others to assist them; in our study for example these included, folding clothes or washing dishes. Spaces of repetitive tasks (e.g. communal worktables) supported a sense of security and capability because people can work to their own capacity which creates independence and a sense of achievement. The spaces of repetitive tasks that we have identified are spaces where many people sit together but work independently from each other (i.e. 'together-alone', spaces).

Spaces of diversity (diverse tasks and individuals)

Spaces of diversity are those where people with different skills or backgrounds work together in the same area. The diversity of people working in proximity exposes employees to discourses of inclusion and descriptions of diverse experiences and views. In our study, the garden was a space of diversity when some employees worked together to build walls or price seedlings, while others were weeding together, and others were partnering with school group, to build a path. Volunteers, who in our study were often retirees, might be involved assisting with the weeding and pruning, and members of the community may be visiting to purchase services and produces. Spaces providing such diversity of people create opportunities for social inclusion.

Eco Spaces

Eco spaces such as gardens generally have positive effects. Interaction with nature can lead to pleasing sensory experiences within the familiar set-up of a garden. Seeing plants grow and being able to observe changes in nature, over time, may have therapeutic effects. In our study, eco spaces are associated with experiences of interaction with others. Eco spaces can provide opportunities for education about life-skills, from how to produce food, to understanding healthy-eating.

Spaces for community engagement

People with disability or poor health can be excluded from many aspects of everyday community life. Through working in social enterprise they can experience new spaces and new people. In our study, engaging with the community, through client interactions, is seen as a part of capability and social interaction development. Engaging with clients in a professional manner is a challenging task. Being trusted to work in the community, representing the social enterprise, feeds into a sense of progression and achievement. Employees experience a secure exposure within the community as the encounters with the community are still part of work, navigated and monitored by the social enterprise. Employees are signified to the community as capable and valid citizens. Convivial encounters emerge between people who might not otherwise meet. Community members visiting the social enterprise as customers, to purchase their goods and services, is another way to generate these spaces of community.

Spaces of skills

Spaces of skills are areas where employees learn new complex skills, work on complex tasks and can 'upskill'. There are opportunities for independent and creative thinking; in our study, employees designed and made furniture in a wood workshop. These spaces allow for challenge.

Incidental spaces

Incidental spaces are spaces that may have a designated purpose, but they are co-opted for alternative use by the employees. Or, these can be 'non-spaces' that employees can appropriate for their own use. In our study we found that these contribute to wellbeing by enabling integration, security and therapy. Employees tended to use these to be on their own, have a minute away from work or others, calm down if they need or to interact with each other.

Incidental spaces can be hidden away or in places that are 'out of the way' so that they can be used for little breaks or socialising, away from social enterprise supervisors. Providing a sense of privacy or perception they are not being surveilled is significant for employees' sense of independence and control.

Supported Spaces

Support and knowing you can find it, is significant to employees. In our study, we found the idea of gaining support is tied to specific people, objects and physical spaces. Employees need to know where to go to get support from staff without needing to specifically ask for it. Spaces of support can be staff office spaces, but also 'high-skill' spaces (such as a commercial Kitchen) that are under constant supervision. Employees working in these spaces know that they can immediately ask for help if needed. Kitchens and other places work as a space of security when employees and supervisors work side by side. Working on something together in combination with familiar surroundings enables personal conversations that are still productive in terms of work done.

Tool 3 – Social enterprise networks checklist

Developing the tool

At community and regional city levels, we found evidence that the social enterprises in our study support development of social capital through bonding, bridging and linking networks that operate and form links within social enterprises, and across the community and beyond, for employees, staff and other community members, civil society and businesses.

Tool 3 assesses social enterprise interactions with other regional city (community) actors.

How might you use this tool?

This tool can support social enterprises to reflect on their contribution to local social capital and community capacity.

This assessment might be usefully led by a social enterprise's management and board. As with our study, a more in-depth assessment could involve: first, conducting a thorough listing of known contacts (addressing the components in Tool 3 of Networks and People who operationalise Networks); and second, conducting a set of interviews with key informants at city/community level (including local government, political, chamber of commerce and regional development agency representatives). Interviews could particularly address elements Social Enterprise Economic Position and Working in Partnership aspects.

Tool 3 – Social enterprise networks checklist

To what extent does the social enterprise have these attributes of social capital?
Networks
Linking networks involving people or institutions at other levels of power, either within or beyond the city that can provide access to additional resources (e.g. relationships with business groups/chambers of commerce/ Local/State/Federal Government, peak bodies, Universities). **Bridging networks** involving people, institutions or groups at the regional city level (e.g. with other local social enterprises, local businesses as customers, partner organisations such as schools). These help to develop and sustain capacity of social enterprises to engage productively with others, and for others to interact with social enterprises. The goal is for networks that operate well locally and beyond the regional city that facilitate access to a range of useful resources.
People who operationalise networks
Presence and diversity of brokers or boundary crossers: these are people or organisations that can operationalise bridging and linking networks, e.g. social enterprise leaders on Boards. **Social enterprise leaders** *who understand the regional city*, its needs, place-based resources, future plans and vision, and have expertise in navigating public and commercial processes and advocacy.
Social enterprise economic position
Is the social enterprise **acting, and being perceived by other key stakeholders,** *as part of the mainstream local economy* while attending to their social mission (dual social and economic mission).
Working in partnership
Does the social enterprise have the **confidence** of community members, leaders and organisations; and **skills in working together in partnership with these stakeholders**? To what extent does the social enterprise understand itself to be embedded in relationships of **trust with the local community and organisations**? In relation to the regional city, is there a sense of a **norm of social inclusion; reciprocity** and a **shared vision for the city's future**?

Tool 4 – Community economies tool for social enterprises

Developing the tool

In this study, we applied a diverse economies approach to understand different dimensions of wellbeing. We found that social enterprises contribute to the economy of communities, beyond capitalist commercial understandings.

This tool is adapted from Gibson-Graham et al. (2014) and enables social enterprises to understand how their work aligns with the diverse economies movement.

How might you use this tool?

This tool can be used to assess diverse forms of wellbeing in/from social enterprises.

It is important that different points of view are captured, so if undertaking this activity make sure a representative group from across the different levels of the organisation has the opportunity to take part. The experience and perspectives of managers will differ from the perspectives and experiences of frontline staff.

On the basis of this assessment, the organisation can develop a profile of how well it is doing in supporting the wellbeing of employees, staff, and contributing to the wellbeing of the wider community. The outcomes can be used to inform programming for the future. Using the wellbeing score card, you can rank how well the organisation is doing across the different wellbeing dimensions.

Through this exercise, consider the role that different forms of work play in achieving each dimension of wellbeing (and even whether some forms of work undermine the ability to achieve some dimensions of wellbeing).

Tool 4 – Community economies tool for social enterprises

Type of Wellbeing	Poor	Sufficient	Excellent
To what extent does the social enterprise help to create these different dimensions of wellbeing?	☐	☐	☐
Material: having resources to meet basic needs & being satisfied with these	☐	☐	☐
Occupational: a sense of enjoyment in what we do each day	☐	☐	☐
Social: having close personal relationships and a supportive social network	☐	☐	☐
Community: involvement in community activities	☐	☐	☐
Physical: good health and a safe living environment	☐	☐	☐
Psychological and Spiritual: sense of self and place in the world	☐	☐	☐

Appendices

Appendix A – References

Atkinson, S 2013, 'Beyond components of wellbeing: The effects of relational and situated assemblage', *Topoi,* 32(2), 137–144.

Atkinson, S & Scott, K 2015, 'Stable and destabilised states of subjective well-being: dance and movement as catalysts of transition', *Social & Cultural Geography*, 16(1), 75–94.

Barraket, J, Douglas, H, Eversole, R, Mason, C, McNeill, J & Morgan, B 2017, 'Classifying social enterprise models in Australia', Social Enterprise Journal, 13(4), 345–361.

Barraket, J 2013, 'Fostering the wellbeing of immigrants and refugees? Evaluating the outcomes of work integration social enterprise'. In: Denny, S & Seddon, F (eds), *Social Enterprise: Accountability and evaluation around the world*. Routledge, 102–119.

Barraket, J, Collyer, N, O'Connor, M & Anderson, H 2010, 'Finding Australia's social enterprise sector: Final report', The Australian Centre for Philanthropy and Nonprofit Studies, Queensland University of Technology.

Bergstrom, A, Clark, R, Hogue, T, Iyechad, T, Miller, J, Mullen, S et al. 1995, 'Collaboration framework: Addressing community capacity. The National Network of Collaboration. http://www.cyfernet.org/nnco/framework.html, last accessed June 2019.

Blaxter, M 1990, Health and Lifestyle. London: Tavistock/ Routledge.

Buikstra, E, Ross, H, King, CA, Baker, PG, Hegney, D, McLachlan, K & Rogers-Clark, C 2010, 'The components of resilience—Perceptions of an Australian rural community', *Journal of Community Psychology*, 38(8), 975–991.

Brennan-Horley, C, Luckman, S, Gibson, C & Willoughby-Smith, J 2010, 'GIS, Ethnography, and Cultural Research: Putting maps back into ethnographic mapping', *The Information Society*, 26, 92–103.

Bowling, A 1991, Measuring health status. Open University Press, Milton Keynes.

Cattell, V, Dines, N, Gesler, W, & Curtis, S 2008, 'Mingling, observing, and lingering: Everyday public spaces and their implications for well-being and social relations' *Health & Place*, 14(3), 544–561.

Carpiano, RM 2009, 'Come take a walk with me: The "Go-Along" interview as a novel method for studying the implications of place for health and well-being', *Health & Place*, 15, 263–272.

Conradson, D 2012, 'Emotion, Place and Culture', *Social & Cultural Geography*, 13, 845–846.

Diener, E, & Lucas, RE 2000, 'Explaining Differences in Societal Levels of Happiness: Relative Standards, Need Fulfillment, Culture, and Evaluation Theory', *Journal of Happiness Studies,* 1(1), 41–78.

Eversole, R, Barraket, J & Luke, B, 2014, 'Social Enterprises in Rural Community Development', *Journal of Community Development*, 49, 245–261.

Falk, I, Kilpatrick, S 2000, 'What is social capital? A study of interaction in a rural community', *Sociologia Ruralis*, 40, 87–110.

Farmer J, Hill C, Munoz S-A (eds) 2012, Community Co-Production: Social enterprise in remote and rural areas, Northampton MA, Edward Elgar.

Fleuret, S & Atkinson, S 2007, 'Wellbeing, health and geography: a critical review and research agenda', *New Zealand Geographer*, 63, 106–118.

Foley, R 2011, 'Performing health in place: The holy well as a therapeutic assemblage', *Health & Place*, 17,470–479.

Gattrell, A, Thomas, C, Bennett, S, Bostock, L, Popay, J, Williams, G, Shahtahmasebi, S 2000, Understanding health inequalities: locating people in geographical and social spaces. In: Graham, H (ed), Understanding Health Inequalities. Open University Press, Buckingham, p. 156–169.

Gibson-Graham, JK, Cameron, J & Healy, S 2013, Take back the economy: An ethical guide for transforming our communities, University of Minnesota Press, Minneapolis.

Gibson-Graham, JK 2006, A postcapitalist politics, University of Minnesota Press, Minneapolis.

Gibson-Graham, JK & Cameron, J 2007, Community enterprises: imagining and enacting alternatives to capitalism, *Social Alternatives*, 26(1), 20–25.

Giddens, A 1991, Modernity and self-identity: self and society in the late modern age, Stanford University Press.

Kamstra, P, Cook, B, Kennedy, MD & Brennan-Horley, C 2019, 'Qualitative GIS to relate perceptions with behaviors among fishers on risky, rocky coasts', *The Professional Geographer*, 71, 491–506.

Kilpatrick, S, Johnson, L, King, T, Jackson, R & Jatrana, S 2015, 'Making connections in a regional city: Social capital and the primary social contract', *Journal of Sociology*, 51, 207–20.

Kilpatrick S, Field J & Falk IH 2003, 'Social Capital: an analytical tool for exploring lifelong learning and community development', *British Educational Research Journal*, 29(3), 417–433.

Layard, R 2005 Happiness: Lessons from a New Science. Penguin, London.

Lysaght, R, Jakobsen, K & Granhaug, B 2012, 'Social firms: a means for building employment skills and community integration', *Work*, 41, 455–463.

Munoz, S-A, Steiner, A & Farmer, J 2015, 'Processes of community-led social enterprise development: learning from the rural context', *Community Development Journal*, 50(3), 478–493.

Ottoni, CA, Sims-Gould, J, Winters, M, Heijnen, M & McKay, H A 2016, '"Benches become like porches": Built and social environment influences on older adults' experiences of mobility and well-being', *Social Science & Medicine*, 169, 33–41.

Richter, R. 2017. "Rural Social Enterprises as Embedded Intermediaries: The Innovative Power of Connecting Rural Communities with Supra-Regional Networks." *Journal of Rural Studies*. https://doi.org/10.1016/j.jrurstud.2017.12.005

Roy, M & Hackett, M 2017, 'Polanyi's 'substantive approach' to the economy in action? Conceptualising social enterprise as a public health 'intervention'', *Review of Social Economy*, 75(2), 89–111.

Roy, M, Donaldson, C, Baker, R 2014, 'The potential of social enterprise to enhance health and well-being: A model and systematic review', *Social Science and Medicine*, 123, 182–93.

Roy, M, Lysaght, R & Krupa, TM 2017, 'Action on the social determinants of health through social enterprise', *Canadian Medical Association Journal*, 189, 440–441.

Appendix A – References

Ross H, Cuthill, M, Maclean, K, Jansen, D & Witt, B 2010, Understanding, enhancing and managing for social resilience at the regional scale: Opportunities in North Queensland. Cairns, Australia', Marine and Tropical Sciences Research Facility, Reef and Rainforest Research Centre.

Sen, A 1992. Inequality Re-Examined. Cambridge, MA: Harvard University Press.

Sen, A 1993, Capability and well-being. In: Nussbaum, M & Sen, A (eds), *The quality of life*, Oxford.

Spear, R & Bidet, E 2005, 'Findings of a study of social enterprise in 12 European countries', *Annals of Public and Co-operative Economics*, 76, 195–231.

Suchowerska, R., Barraket, J., Qian, J., Mason, C., Farmer, J., Carey, G., Campbell, P. and Joyce, A., 2019, 'An organizational approach to understanding how social enterprises address health inequities: a scoping review', *Journal of Social Entrepreneurship*, 1–25.

Teasdale, S 2010, 'How can social enterprise address disadvantage? Evidence from an inner-city community', *Journal of Nonprofit & Public Sector Marketing*, 22, 89–107.

Wilson, E 1984, Biophilia, Harvard University Press, Massachusetts.

Wilkinson R 1996, Unhealthy societies: The afflictions of inequality, Routledge, London.

Appendix B – Research approach

The case studies

Four case study social enterprises were used in this research, two in a Victorian regional city and two in a Tasmanian regional city. *Table 1* provides more detail on each case.

Table 1 – Case studies

	Farm	Catering	AssistAll	Community Centre
What does it do?	Provides produce to restaurants, onsite kitchen, vegetables for public sale, art studio, light manufacturing, assembly, packaging, courier & mail service, fleet car washing, garden maintenance.	Food catering to organisations & individuals.	Creates timber products, clothing recycling, mailouts, print finishing, assembly, data entry, catering, room-hire.	Home cleaning services, vegetable boxes, recycled clothing shop, garden services (not operating during research period).
Number of employees/ volunteers	110	25	51	23*
Number of staff	10	4	9	18
Australian suburb deprivation (percentile)	8th	13th	43rd	3rd

*For Community Centre, these are all volunteers.

Each site has multiple research participants. The types of participants are:

- **employees** – those for whom the social enterprises provide employment, work and other beneficial experiences
- **staff** – those in formal supervisory or employee support positions at the social enterprises
- **volunteers** – community members who choose to volunteer at the social enterprises
- **community informants** – community leaders (emergent from community organisations), positional leaders (hold a job as CEO or similar of local organisation or institution), corporate and private clients, and community boundary spanners (people who operate across community networks).

The distinction between staff, employees and volunteers is particularly blurred for the Community Centre. For that case, we refer to all those that benefit from being involved through providing their labour as **participants**.

Appendix B – Research approach

Data collection

Ethics approval for the study was obtained from Swinburne University Ethics Committee (SUHREC 2017/079).

Stage 1

Four aspects of wellbeing were determined using spaces of wellbeing theory: capability, integration, security and therapy. Our team collected data, with consent, about aspects promoting or not promoting wellbeing in each social enterprise. These were collected in relation to physical locations.

Several data collection methods were used:

- **Participant observation** – researchers collected field notes and sketches from 80 hours of observation at each social enterprise, over four months.
- **Staff semi-structured interviews** – 26 staff interviews were conducted with 19 staff across the social enterprises. Each interview lasted around an hour. Staff selected were those who were most frequently present and/or had most frequent interactions with employees.
- **Employee 'go-along' interviews** – conducted with employees while walking, driving or on public transport. Researchers asked employees to lead them on walks/journeys through the social enterprise and in the community. Employees were asked to highlight where they go on an 'average day' and to talk about how they felt (in relation to wellbeing) and what they experienced in different workspaces in the social enterprise. Go-alongs encourage expression through their informality and movement (Carpiano 2009; Ottoni et al. 2016). This was useful for employees who had varying communication capabilities, or recollection. The number of interviews at each site was: Farm n=4; Catering n=5; AssistAll n=5. Go-alongs were not conducted at the Community Centre mainly due to the 'grey area' between staff, 'employees' and volunteers, suggesting that all participants should be engaged in a standard interview format. Six participants were interviewed at the Community Centre.
- **Community informant interviews** – semi-structured interviews were conducted with 15 community members in each regional city. Each interview lasted between 30 and 60 minutes. The interviews aimed to gain an understanding of how client organisations and the broader community think about and engage with, the social enterprises.

Across the four social enterprises, employee interviewees were identified by researchers and staff, guided by judgements about impact for employees and capacity for informed consent. All interview data was audio recorded with consent.

Stage 2

Once data collected in Stage 1 were mapped and analysed, we held focus groups to verify and extend findings. Focus groups involved staff and employees. They lasted 40-120 minutes and were audio-recorded.

Total focus group participants per site were:

- Farm – 12
- Catering – 9
- AssistAll – 11
- Community Centre – 6.

Appendix B – Research approach

Data analysis and mapping

The study used locations in social enterprises and surrounding communities to identify and explore the locations that influence wellbeing through the lens of three wellbeing theories.

Spaces of wellbeing theory (Fleuret & Atkinson 2007)

To explore individual wellbeing, we linked wellbeing to physical locations within a social enterprise by geo-tagging mixed qualitative data. This facilitated the development of a wellbeing micro-geography. Using this, we visually mapped where wellbeing was realised within and beyond the borders of each social enterprise. (Brennan-Horley et al. 2010; Kamstra et al. 2019)

Social capital theory (Kilpatrick et al. 2015; Falk & Kilpatrick 2000)

To explore community wellbeing, we applied social capital theory to understand how social enterprises interact with the cities in which they are located. We visually mapped some of these social capital relationships.

Diverse economies theory (Gibson-Graham et al. 2013; Gibson-Graham 2006)

To explore holistic community wellbeing, diverse economies analysis was applied to the overall dataset.

Spaces of wellbeing

Interview transcripts and other data were de-identified. Three researchers separately read through each transcript/observation notes and coded to themes related to capability, integration, security and therapy. See *Table 2* for the guiding coding frame.

Then data were coded to the location in the social enterprises (or wider community) where the data were recorded or which the data referred to.

Once data were coded, we linked the quantities of mentions of the wellbeing aspects to a mapped floor plan of the social enterprise using the spatial software program ArcGIS 10.6.1. Numbers of mentions are shown in *Table 3*.

Findings show quantities of wellbeing aspects mapped in relation to the locations, to show 'heat-maps' of *where* wellbeing realised. Examining these hot-spots by exploring the underlying qualitative data, enabled explanation of *how* and *why* the hot-spots were occurring (or not). The maps reveal spatial relationships between wellbeing and sites that were previously hidden.

Table 2 – Spaces of wellbeing coding framework

Capability	Integration	Security	Therapy
Physical activity/ building strength	People in existing networks of social relations	Building comfort with risky life situations	Physical, mental or emotional recovery or healing
Technical skills, knowledge, experience	People making new social relations	Security and support from trusted people	Feelings of self being worthwhile
Life skills, knowledge, experience	Networks/ connections helping to solve problems	Escape from negative external influences/forces	Exposure to discourses of recovery/healing
Independent thinking/ problem-solving	Exposure to discourses or practices of inclusion	Facilitating encounters with difference, change or the unknown	Finding work that is physically or psychologically suited
Accomplishment, achievement or self-actualisation	Belonging to a team or group	Understanding how to negotiate routine and boredom	Nurturing identity repair
Creativity	Negotiating interpersonal conflict	Gaining security due to continuity and consistency	Expressions of sensory pleasure
Self-confidence	Building interpersonal trust	Actual physical or mental safety	Fun and laughter

Appendix B – Research approach

Table 3 – Mentions of wellbeing coded to social enterprise sites*

Micro-Space	Capability (n=)	Integration(n=)	Security (n=)	Therapy (n=)	Total
Farm					
Garden	61	55	22	10	148
Carwash	13	15	4	7	39
Blockroom	9	8	14	3	34
Supervisor's office	0	1	12	11	24
Woodwork	15	3	0	1	19
Lunchroom	1	10	3	1	15
Produce	5	7	0	0	12
Training	6	2	1	0	9
Deliveries	5	1	2	0	8
Kitchen	0	4	1	2	7
Welding	5	0	1	0	6
All of Farm	11	4	13	6	34
Total	**149**	**125**	**80**	**46**	

Micro-Space	Capability (n=)	Integration(n=)	Security (n=)	Therapy (n=)	Total
Catering					
Supervisor's office	3	2	11	6	22
Sandwich-making	10	2	4	2	18
Deliveries	5	10	3	0	18
Box-room	1	0	3	5	9
Couches	0	1	5	3	9
Bench 7	5	0	3	0	8
All of Admin Area	2	5	9	4	20
All of Kitchen	48	15	27	4	94
Total	**86**	**38**	**65**	**31**	

Micro-Space	Capability (n=)	Integration(n=)	Security (n=)	Therapy (n=)	Total
AssistAll					
Deliveries	12	7	7	3	29
Worktables	15	4	4	3	26
Dining-room	2	14	5	3	24
Board-room	4	2	5	1	12
Supervisor's office	0	2	9	1	12
Training	1	1	4	3	9
Toilets	0	1	3	4	8
Laundry	7	0	0	0	7
Pallet-making	6	0	1	0	7
Ironing area	6	0	1	0	7
Shop	7	0	0	0	7
Manager	0	0	6	0	6
Kitchen	0	0	6	0	6
All of Woodshop	5	0	2	0	7
All of Workroom	1	6	10	4	21
Total	**69**	**46**	**62**	**28**	

*Includes only sites with >= four mentions.

Appendix B – Research approach

Social capital theory

To analyse for community-level social capital, all interview and observational data were analysed, guided by social capital theory (Kilpatrick et al. 2015; Falk & Kilpatrick 2000).

We first analysed the data for evidence of new social interactions generated due to the social enterprises. These were then coded to indicate bonding, bridging and linking social capital connections/networks. Next, data were coded for other types of interactions that have community level-impacts; i.e. involving institutions, practices, aspects of culture and objects, building on the work of Eversole et al. (2014) to identify how these contribute to building community level resources.

The analysis was conducted at these levels: micro (considering employees and their connections with other employees/individuals); meso (considering connections that the social enterprise has with other regional city entities like other social enterprises, businesses); and macro (connections of the social enterprise with regional city level governance or similar stakeholders (e.g. local government, University) and more distant (e.g. State or Federal Government, Universities elsewhere, peak bodies).

Interconnectedness between these levels was explored, to understand how social enterprises interact with entities and individuals to generate community wellbeing benefits for their cities. Some elements were mapped, experimentally, where feasible and considered useful.

Diverse economies theory

Taking diverse economies theory (Gibson-Graham 2006) as the underpinning, this stream of analysis explored: 'How are social enterprises generating the wellbeing needed for 'surviving well' together?'

Interviews and observational data were coded in NVivo for emerging representations of wellbeing under the frame of 'surviving well together'. That is, the analysis identified instances of employees and staff discussing experiences of material, occupational, social, community, physical and psychological wellbeing.

Contact for more information

For further information about this report, contact:
Professor Jane Farmer
Director Social Innovation Research Institute
Swinburne University
jcfarmer@swin.edu.au
Telephone: +61 3 9214 5437
John Street, Hawthorn
Victoria 3122 Australia


SWINBURNE
UNIVERSITY OF
TECHNOLOGY